



# **The Bowlby Centre Chair and Trustees Recruitment Information Pack**

(Unpaid voluntary roles)



## **Introduction**

Thank you for your interest in joining us as our new chair or trustee of The Bowlby Centre.

The Bowlby Centre is a small membership-based mental health charity, created nearly 50 years by an active group of psychoanalytic psychotherapists. We believe that attachment theory-based therapy is a positive and valuable contribution to the world. Attachment relationships affect all aspects of people's internal and external lives.

We aim to be the home for the training, development and dissemination of clinical knowledge and research in the field of attachment-based psychoanalytic psychotherapy. We offer a four year training course, a 2 year Accredited Prior Learning course, short courses, conferences, low-cost therapy, and a well-respected professional journal. We are registered with the United Kingdom Council for Psychotherapy (UKCP) and successfully completed our quinquennial reaccreditation with UKCP at the end of 2022.

## **Our Philosophy, Vision, Mission and Values: valuing difference and diversity**

### **Philosophy**

Our belief is that attachment theory based psychoanalytic psychotherapy is a positive and valuable contribution to the world.

Attachment relationships affect all aspects of people's internal and external lives. This starts with our earliest childhood experiences which shape us emotionally and physically, forming our identity, security, resilience, creativity, relationships and mental health. All people can benefit from learning about attachment theory.

Our approach to mental health is therefore based on seeking to understand the specific ways which make a particular person vulnerable, hurting and struggling to cope, and relate to their pain with attention, engagement and attunement: the makings of a secure base. This principle remains the same however well or unwell the person is, whatever their walk of life, whoever they are.

We therefore inherently welcome, value and celebrate diversity. We seek to understand the reality of people from different ethnicities, ages, sexual orientations, gender identities, faiths, abilities and disabilities, neurominorities and socio-economic backgrounds. We recognise we have an ethical responsibility to do the work to ensure a safe, inclusive home for our psychotherapy community, trainees and the people with whom they work. Our teaching, training and information is high-quality, offered in small groups for strong relational practice.

Attachment relationships are formed and shaped in the real world, not only 'in the mind'. We therefore believe that all real-life impacts must be part of the therapy and treated with respect, warmth, openness, and readiness to interact and relate. In particular, we believe that people who have undergone extreme traumatic experiences must have their reality acknowledged and their ways to survive deeply respected. Above all, we believe that recognising our shared humanity is our shared secure base.

## **Vision**

For The Bowlby Centre to be the home for the training, development and dissemination of clinical knowledge and research in the field of attachment-based psychoanalytic psychotherapy.

## **Mission**

- To offer high-quality education for an excellent learning experience in attachment theory and trauma.
- To offer low-cost long-term attachment-based psychotherapy to those for whom therapy is unaffordable.
- To explore and disseminate the latest development and research related to Attachment Theory.

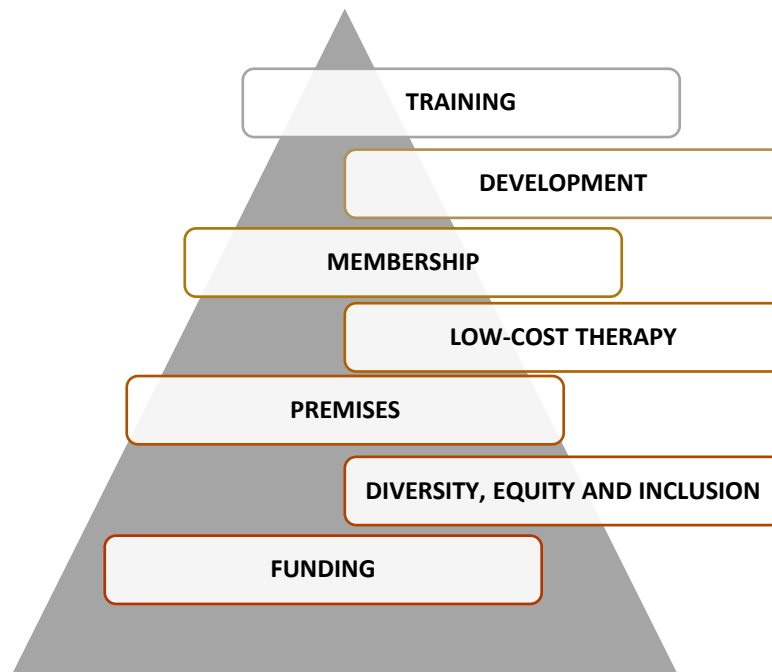
## **Values**

Our work is lived by and measured against our values. We are:

Compassionate	Curious	Inclusive
Attuned	Courageous	Transparent

## Our strategic priorities

We have 7 pragmatic strategic priorities to transition to an effective and efficient, financially sound organisation:



## What will you be doing?

We are at moment of significant change for the Centre as we seek to expand our offer, extend our reach and leave our premises. You will join our current trustees to develop and drive this change.

Our trustees set the strategy and oversee the management and administration of the Centre. They ensure that our work aligns with our vision and support the small team and our volunteers to develop and grow the Centre. We are a small charity and there are times when trustees will be more actively involved, leading task and finish work, presenting externally or using their special expertise.

The Board meets six times a year, remotely and we have an in-person annual strategy day.

## What are we looking for?

We aim to have a balance of members, psychoanalysts and independent people with an interest in mental health, an understanding of the importance of attachment and the ambition, enthusiasm, energy and commitment to improve and expand our offer.

We are looking for 3-5 people to broaden the thinking on our board. We are particularly looking for:

- An independent chair with leadership experience and/or a commercial background
- A treasurer with experience of small organisation finances, ideally charity finance
- Expertise in diversity and inclusion, to build an intersectional approach to equity for our services, membership and events
- Knowledge or experience of adult education/course development.

We would especially welcome applications from people from Black, Asian and other racialised backgrounds; D/deaf and D/disabled people and younger people (under 35), who are all currently under-represented on our Board.

You can read the Chair and Trustee role descriptions in a trustee and chair role descriptions later in this pack. You do not need to meet everything set out in the role descriptions – we are interested to learn about you, why you would like to join us what you can offer to support our changing and growing small mental health membership and training organisation.

## Chair of the Board of Trustees

### Role Description

Remuneration:	The role of Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed
Time commitment:	Six Board meetings per year. The Chair is also expected to have regular meetings with the Chief Executive, and also represent the Charity at various events and meetings with key stakeholders.
Reporting to:	Board of Trustees and Members

### Objective

The Chair will hold the Board and Executive Team to account for the Charity's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity. The Chair will also support, and, where appropriate, challenge the Chief Executive and ensure that the Board functions as a unit and works closely with the entire Executive of the charity to achieve agreed objectives. He or she will act as an ambassador and the public face of the charity in partnership with the Chief Executive.

### Principal responsibilities

#### Strategic leadership

- Provide leadership to the Charity and its Board, ensuring that The Bowlby Centre has maximum impact for its members, students and other stakeholders
- Responsibility for the Board operating within its charitable objectives, and provide a clear strategic direction for The Bowlby Centre
- Put arrangements in place so that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that it can take advantage of opportunities, and manage and mitigate the risks
- Responsibility for the Board fulfilling its duties to maintain sound financial health of the Centre, with systems in place for financial accountability

#### Governance

- Responsibility for governance arrangements working in the most effective way for the Charity
- Developing the knowledge and capability of the Board of Trustees

- Encouraging positive change and, where appropriate, address and resolve any conflicts within the Board
- Appraising the performance of the Trustees and the Board on an annual basis
- Recruit and retain membership of the Board of Trustees that reflects diversity of interests and perspectives to ensure good decision making.
- Recruit and retain Trustees with a good balance of skills, knowledge and experience of mental health services, professional training, events and the protected characteristics to reflect the wider population.
- Working within any agreed policies adopted by the Centre

### **External Relations**

- Act as an ambassador for The Bowlby Centre and its work
- Act as a spokesperson for the Centre when appropriate
- Represent the Centre at external functions, meetings and events
- Facilitate change and address any potential conflict with external stakeholders

### **Efficiency and Effectiveness**

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Trustees should be fully engaged and decisions taken in the best, long-term interests of the Centre, the Board taking collective ownership
- Foster and maintain constructive relationships with and between the Trustees
- Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Monitor that decisions taken at meetings are implemented.

### **Relationship with the Chief Executive and the wider team**

- Establish and build a strong, effective and a constructive working relationship with the Chief Executive, as s/he is held to account for achieving agreed strategic objectives
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles
- Maintain regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Liaise with the Chief Executive to maintain an overview of the Centre's affairs, providing support as necessary

- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

### **Terms**

The Bowlby Centre Chair (and board members) will serve a three-year term.

## **Chair of the Board of Trustees**

### **Person Description**

In addition to the qualities required of a Trustee of the Charity, the Chair must also meet the following requirements:

#### **Personal Qualities**

- Demonstrate a strong and visible commitment to The Bowlby Centre, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the Centre
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

#### **Experience**

- Experience of operating at a senior strategic leadership level within an organisation
- Successful track record of achievement through their career
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of external representation, delivering presentations and managing stakeholders
- Experience of change management
- Significant experience of chairing meetings and events

#### **Knowledge and skills**

- Broad knowledge and understanding of the mental health training sector and current issues affecting it
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance, or equivalent, issues



## Trustee

### Role Description

Remuneration:	The role of Trustee is not accompanied by any financial remuneration, although expenses for travel may be claimed
Time commitment:	Six Board meetings per year. Trustees are also expected to participate in sub-groups and occasional ad hoc task and finish work.
Reporting to:	Chair of Trustees

### Objective

All trustees are required to ensure that the Bowlby Centre sets and delivers its mission and vision, fulfilling their duties and responsibilities for the effective governance of the charity in line with the Articles of Association.

### Principal responsibilities

- Working with other trustees to establish a clear vision, mission, values and strategy for the Centre
- Ensure that operational plans and budgets support the vision and strategy
- Ensure that the views of members, students and other stakeholders are sought and considered
- Review the external environment for changes that may affect the Centre, i.e. political, financial, competitors, partnerships and demographic
- Ensure the Centre complies with the Articles of Association, charity law, company law and other relevant legislation or regulations
- Ensure the Centre's resources are applied and managed effectively to ensure the financial stability of the Charity
- Ensure the Centre evaluates its performance against agreed targets
- Ensure the Centre identifies and reviews risks, and has systems in place to minimise or mitigate these risks
- Ensure appropriate policies and procedures are in place for the management of the Charity
- Ensure appropriate formal processes for the appointment and remuneration of the Chief Executive
- Hold the Chief Executive to account for the management and administration of the Charity
- Uphold the good name and values of The Bowlby Centre

### Governance

- Ensure all required statutory returns are completed and filed
- Ensure the Board regularly reviews the governance structure of the Charity

- Ensure the Board reviews its performance and training needs, creating an expectation of continuous professional development throughout The Bowlby Centre
- Ensure there is an agreed code of conduct for Trustees and that all Trustees comply with it, and that there is a mechanism for the removal of Trustees who do not abide by the principles stated

## **Person specification**

### **General qualities:**

- A commitment to the organisation and its work
- A commitment to equity, diversity and inclusion
- A willingness to devote the necessary time and effort to provide the governance and leadership for the Centre
- Strategic vision
- Good, independent judgement
- A willingness to contribute constructively and honestly

### **Skills, knowledge and experience**

- Knowledge and understanding, or ability to learn, of the legal duties, responsibilities and liabilities of trusteeship
- Ability and experience of evaluating and interpreting management information and other data

### **At least one of the following:**

- Knowledge and experience of the mental health training sector
- Business development
- Fundraising
- Small organisation finance, ideally charity finance
- Risk management
- Publishing

## How to apply

Please send a short letter (no more than 2 A4 pages) outlining why you are interested in joining our board. Set out your skills and experience and how you think you can use these to strengthen our board. Attach a CV or similar (e.g. LinkedIn profile).

Send to: [admin@thebowlbycentre.org.uk](mailto:admin@thebowlbycentre.org.uk) by 18<sup>th</sup> September 2023.

If you have any questions prior to making an application or would like to speak to our CEO, Elizabeth Balgobin, or a trustee, please send an email to [admin@thebowlbycentre.org.uk](mailto:admin@thebowlbycentre.org.uk) and we will arrange this.

Interviews will take place in October.

## Appendix 1

### A home for attachment-based learning



The Bowlby Centre  
Strategy: 2023-4 to 2024-5  
July 2023

## **A home for attachment-based learning**

### Contents

#### Introduction

#### Our Philosophy, Vision, Mission and Values: Valuing Difference and Diversity

#### Our Current Context: Finances and Offer

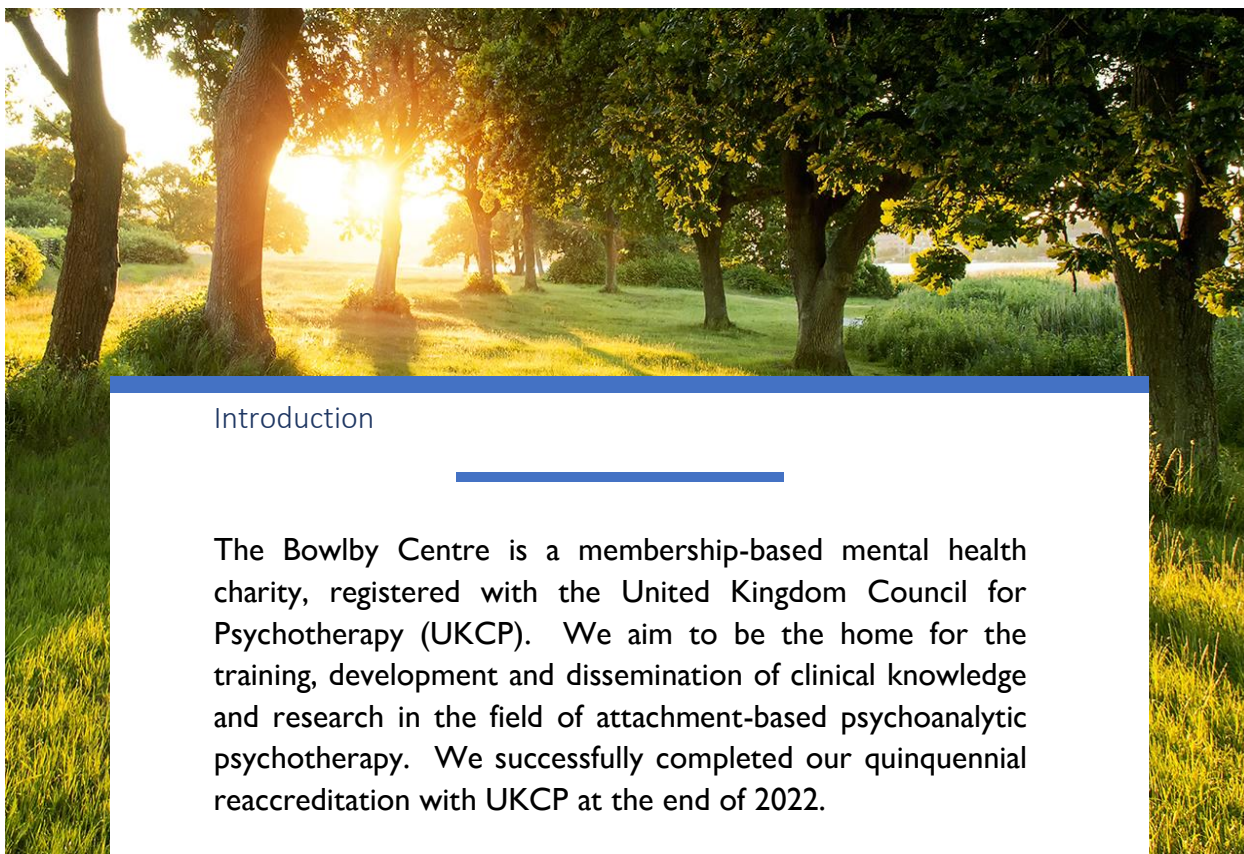
#### Our Seven Strategic Priorities

#### Plans for the Next Two Years



Strategy: 2023-4 to 2024-5  
July 2023





## Introduction

The Bowlby Centre is a membership-based mental health charity, registered with the United Kingdom Council for Psychotherapy (UKCP). We aim to be the home for the training, development and dissemination of clinical knowledge and research in the field of attachment-based psychoanalytic psychotherapy. We successfully completed our quinquennial reaccreditation with UKCP at the end of 2022.

The Centre was created 47 years ago by an active group of psychoanalytic psychotherapists committed to challenging prevailing orthodoxy, originally based on the work of Karen Horney. Attachment Theory, formulated by John Bowlby, is now much better accepted and is taught as a component in most therapy, psychology and social work training. We offer comprehensive qualifying clinical training in attachment-based psychoanalytic psychotherapy, and professional development short courses for therapists and others interested in deepening their understanding of attachment theory and practice. We also provide low-cost therapy, conferences, and a well-respected professional Journal.

This document sets out our strategy for the next two years, 2023-2025. It sets out a plan to navigate the post-Covid landscape for training and the increased demand for therapy. It illustrates how the Bowlby Centre can reach a wider audience, deliver high-quality training and services, increase membership and transition to a more secure financial position.

## **Our Philosophy, Vision, Mission and Values:**

### **valuing difference and diversity**

#### **Philosophy**

Our belief is that attachment theory based psychoanalytic psychotherapy is a positive and valuable contribution to the world.

Attachment relationships affect all aspects of people's internal and external lives. This starts with our earliest childhood experiences which shape us emotionally and physically, forming our identity, security, resilience, creativity, relationships and mental health. All people can benefit from learning about attachment theory.

Our approach to mental health is therefore based on seeking to understand the specific ways which make a particular person vulnerable, hurting and struggling to cope, and relate to their pain with attention, engagement and attunement: the makings of a secure base. This principle remains the same however well or unwell the person is, whatever their walk of life, whoever they are.

We therefore inherently welcome, value and celebrate diversity. We seek to understand the reality of people from different ethnicities, ages, sexual orientations, gender identities, faiths, abilities and disabilities, neurominorities and socio-economic backgrounds. We recognise we have an ethical responsibility to do the work to ensure a safe, inclusive home for our psychotherapy community, trainees and the people with whom they work. Our teaching, training and information is high-quality, offered in small groups for strong relational practice.

Attachment relationships are formed and shaped in the real world, not only 'in the mind'. We therefore believe that all real-life impacts must be part of the therapy and treated with respect, warmth, openness, and readiness to interact and relate. In particular, we believe that people who have undergone extreme traumatic experiences must have their reality acknowledged and their ways to survive deeply respected. Above all, we believe that recognising our shared humanity is our shared secure base.

#### **Vision**

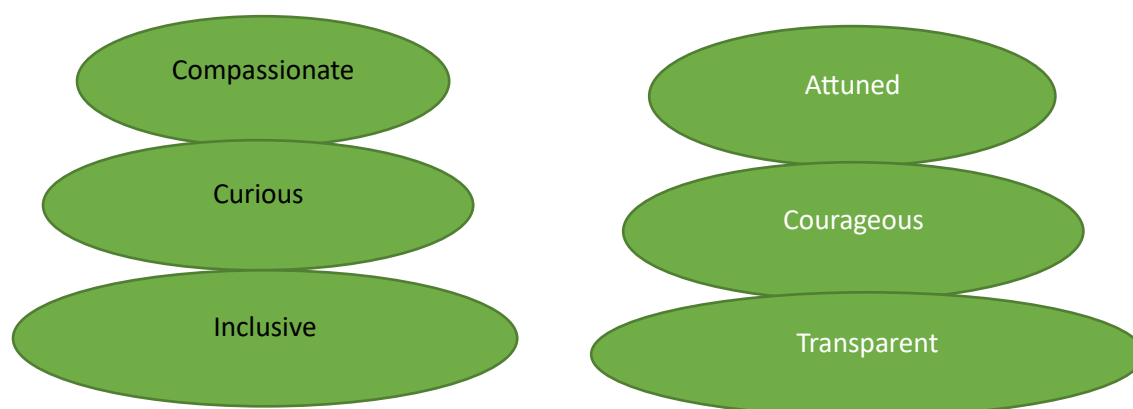
For The Bowlby Centre to be the home for the training, development and dissemination of clinical knowledge and research in the field of attachment-based psychoanalytic psychotherapy.

#### **Mission**

- To offer high-quality education for an excellent learning experience in attachment theory and trauma.
- To offer low-cost long-term attachment-based psychotherapy to those for whom therapy is unaffordable.
- To explore and disseminate the latest development and research related to Attachment Theory.

## Values

Our work is lived by and measured against our values. We are:



## Embedding our values

We believe we increase our impact and improve people's experience of The Bowlby Centre by living and being held account to our values. Here are some examples:

- 1) When reviewing applications for our training we take care to learn and understand the reasons for applying to us. We consider how our training may affect someone, challenge ourselves to ensure our offer is inclusive. We are clear about our expectations of trainees joining a course to understand and conduct themselves by our values. We are clear about the reasons for rejecting applicants, including our inability to meet their needs.
- 2) We receive more applications for low-cost therapy than can be delivered. We set out when we are able to take applications and process for applying for low-cost therapy. The application process is made as accessible as possible. We are clear that low-cost is not free and set out all applicable fees. We hold applicant information securely. We ensure the applicant and trainee's safeguarding by ensuring we consider the applicant's situation and our trainees' experience and stage of development when making a match. We are clear about the reasons for rejecting applicants.
- 3) We follow a fair process before asking a trainee to leave the course after all reasonable actions have been taken. Trainees are given clear reasons for being removed from a course, including for discriminatory behaviour. The remaining trainees are supported to process the departure of their classmate.
- 4) Our policies and procedures are reviewed and updated regularly. These are made available on our website for members and trainees. Our complaints procedure is available on the website alongside information about key people in the organisation.



## **Our current context: finance and offer**

The Centre had successfully managed the transition to online training required during the Covid pandemic. This created a small surplus in 2021 as the building costs were reduced. The reserves position was strong, with income exceeding expenditure by a small margin in 2017 to 2019. By 2020 our expenditure exceeded income by almost £25,000, followed by a small surplus of £3,000 in 2021 reflecting the Covid savings. The latest accounts to July 2022 show a deficit of £57,000.

There are good reasons for this deficit. The Centre returned to teaching face to face, using the building again alongside online teaching. Honoraria were increased after a long period of being held at a lower level to recognise the knowledge, talent and skills of our teachers, supervisors and committee chairs and members. There was continued investment in the race reflective group. Investment in developing the APL course and enhancing the four-year course, including IT equipment to allow hybrid meetings and teaching, experiential weekends and external assessment. However, these changes significantly reduced the margin between course costs and income and the traditional income from conferences and events was affected by the changes in the market post-Covid, impacting our ability to pay for core costs, such as the building and administration.

### **A year of change**

This year, 2022-23, we changed CEOs. Our new CEO was employed based on income expectations, and we had a handover period between CEOs. We have incurred unexpected expenditure on repair costs, along with rising utility and running costs, to the conservation area building we occupy. The building is not fully accessible, and rooms are often not large enough to accommodate trainees. The change and transition to an accountancy firm as our long-term bookkeeper retires has also incurred unexpected expenditure.

We have 3 main sources of income:

- Membership fees
- Trainee fees
- Conferences and short courses

We have a small membership and small trainee cohorts.

We have conducted a thorough review of all costs and we are implementing savings wherever possible. What we have learnt is that the current model does not cover our full operational costs. The model relies on many people volunteering their skills, knowledge and expertise. Income plans were based on a return to pre-Covid activity which has not been realised as the market for conferences has changed, and income from therapy room bookings has not fully recovered. We have offered rooms at no cost for those working with low-cost Blues Project clients, which equates to over 2,000 room booking hours per year.

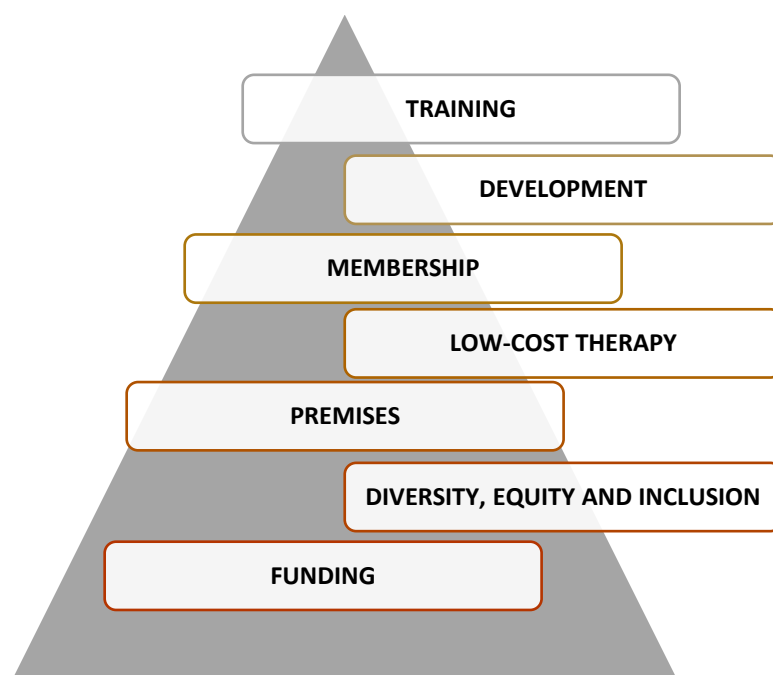
## Our current offer

We offer:

- A 4 year course to become a United Kingdom Council for Psychotherapy (UKCP) registered attachment-based psychoanalytic psychotherapist.
- A 2 year Accredited Priory Learning (APL) course for people to become attachment-based psychoanalytic psychotherapists.
- Continuing Professional Development clinical forums.
- Members' annual continuing professional development returns to UKCP.
- Members' reaccreditation with UKCP.
- Short courses, including training on trauma for people working in other fields, such as VAWG, social services and with survivors of terror.
- An annual conference (this year this was in partnership with the Centre for Dissociative Studies).
- A professional Journal (twice a year).
- The Blues Project, low-cost long-term therapy offered twice a week for 2 years for people unable to access therapy for their trauma (average 237 hours per month at the Centre).

## Our strategic priorities

We have 7 pragmatic strategic priorities to transition to an effective and efficient, financially sound organisation:



During this year we have reviewed all our costs, operations and made the following decisions:

## **Training**

4 year course: We will not intake first year trainees for September 2023 as we restructure our teaching and course fees. We are doing this to prioritise protecting teaching for current trainees to complete their courses.

2 year APL course: We will prioritise recruitment to this course for September 2023. The launch of the APL programme has been very successful, for trainees, teachers and income generation. It has the ability to reach a wider community of practitioners, including counsellors and those working in the NHS and NHS partners. This group is engaged and the overall lower cost of the course breaks down barriers to entry and increases diversity, which in turn leads to better matches for Blues Project applicants.

We have created a Conference and Events Committee to lead on developing an annual calendar of short courses and our conference offer. We will only run an event if it breaks even, at a minimum, and generates income to support the work of the Centre.

## **Premises**

We will leave the building at the end of our lease in March 2024 and rent accessible space for teaching and events locally and in central London. This reduces the risk of unexpected costs associated with the building and offers the opportunity for bigger, accessible teaching spaces. We will continue to use the Centre's premises at Highbury Crescent until February half-term 2024, unless we are able to negotiate a short lease extension to finish the year at the Centre. We will have a short period where we are paying costs for Highbury Crescent and for teaching space elsewhere if we have to leave in March.

## **Diversity, Equity and Inclusion**

Our race reflective group will end in July 2023, after meeting monthly for two years. Race equity remains a priority. We will support a member-led safe space group for people of colour, if members want this, and take their lead on changes to ensure inclusion. We will consult members, trainees and teachers about what they want to see to address accessibility and inclusion for D/deaf and D/disabled people.

## **Funding**

We have created a Finance Committee which examines all financial plans in greater detail. It reports to the Board and makes recommendations for actions to control our finances.

Confidence in the Centre and the importance of its work has attracted donations of £15,000 made in May and June 2023. We launched a fundraising appeal to our community in June 2023. We will apply for grant funding to support the transition process and will be applying for funds to support our work.

## Plans for the next two years

### Training

2023-24	2024-25
<b>Support current trainees to complete their course</b>  <b>Onboard new APL trainees</b>  <b>Introductory training on research methodology and techniques</b>  <b>Launch annual short course programme</b>	Re-launch the 4 year course  Continue to support current trainees to complete their course and registration with UKCP  Launch new counselling course

### Development

2023-24	2024-25
<b>Restructure the 4 year course to be re-launched in 2024-5</b>  <b>Explore weekend taught 4 year course</b>  <b>Develop a two year counselling course, seek accreditation and market to launch in 2024-5</b>  <b>Develop research themes for future funding</b>  <b>Finalise development of a fully costed conference and events programme, to include reach to a more general audience</b>	Explore weekend training and offer outside of London  Develop a week-long themed 'festival of attachment learning' to be launched in 2025-6  Develop our voice and partnerships to influence public policy and practice

**Membership**

<b>2023-24</b>	<b>2024-25</b>
<b>Review membership offer and fees</b>  <b>Review CPD and re-accreditation process</b>  <b>Explore messaging systems, e.g. Slack, for member connectivity</b>  <b>Explore new membership categories</b>	<b>Recruitment of new members</b>

**Low-cost therapy**

<b>2023-24</b>	<b>2024-25</b>
<b>Review the application and assessment process for low-cost therapy.</b>  <b>Consult on changing the name of the Blues Project</b>  <b>Analyse responses to the therapy audit to understand delivery and impact of low-cost therapy</b>	<b>Develop a low-cost counselling offer to be launched in 2025 for Bowlby Centre counselling trainees</b>  <b>Fundraising to support and develop a Blues Project bursary scheme for trainees and clients</b>  <b>Explore processes to offer low-cost counselling clients to counselling students on other courses to be launched in 2025-6</b>

**Premises**

<b>2023-24</b>	<b>2024-25</b>
<b>Leave Highbury Crescent by 30<sup>th</sup> March 2024</b> (July if short lease extension granted)  <b>Secure rooms for teaching the 4 year and APL courses from February 2024</b> (or September 2024)  <b>Continue search for longer-term premises</b>	<b>Review premises use, location and costs</b>  <b>Move to new longer-term premises, if cost-effective</b>

**Diversity, Equity and Inclusion**

<b>2023-24</b>	<b>2024-25</b>
<p><b>Review all policies and procedures through a DEI and ethics lens</b></p> <p><b>Review DEI training materials and syllabus</b></p> <p><b>Support member-led ‘safe space’ for people of colour, if requested</b></p> <p><b>Accessibility (physical and psychological) statement and standards developed for all courses and events</b></p> <p><b>Recruit Board Members</b></p> <p><b>DEI consultation with members, trainees and teachers, led by CEO and Board</b></p> <p><b>Ensure a wide diversity of speakers at conferences and events</b></p> <p><b>Ensure all DEI related complaints and grievances are dealt with promptly and in line with our values, policies and procedures</b></p> <p><b>Where available, funding to be used to support equity in payments for services</b></p>	<p>Implement changes identified in 2024-5</p> <p>Ensure a wide diversity of speakers at conferences and events</p> <p>Ensure all DEI related complaints and grievances are dealt with promptly and in line with our values, policies and procedures</p> <p>Where available, funding to be used to support equity in payments for bursaries and services</p>

**Funding**

<b>2023-24</b>	<b>2024-25</b>
<p><b>Submit at least two funding applications, one for research</b></p> <p><b>Fundraising appeal to members the wider therapy community</b></p>	<p>Ongoing fundraising appeal</p> <p>Submit at least two funding applications, at least one to support low-cost therapy</p>

## **Budget and Resources**

We have reviewed the costs to maintain teaching and support at a high-quality level on the training courses. Our offer is valued for the smaller class sizes, the split between subject teachers and year tutors and the support and challenge of supervision. Training of this sort and delivered over a 4 year period, will mean that some trainees dropout and some may defer a year for personal reasons but our costs remain the same. Teaching costs have not previously included premises or overhead costs and we now need to build these into the model in a more direct way.

Our budget for the next year will reduce costs and increase income wherever possible. The introduction of new products, i.e. counselling course, will build income from 2025 and we anticipate building reserves from 2026.

## **APPENDIX 2**



**THE BOWLBY CENTRE**



**ANNUAL REPORT**

**2021 – 2022**



## 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



**Siobhan Swinscoe**

We are all aware the past few years have been globally challenging and have affected individuals and communities in different ways, from COVID-19 and lockdowns, the Russian attack on Ukraine and the cost-of-living crisis to name a few. We believe Attachment patterns in relationships are shaped by the world around us. This societal context is related to our work at The Bowlby Centre, where we engage in three key activities: 1) we teach and support the next generation of attachment psychotherapists; 2) we provide clinical professionals with the continuous professional development and the professional home they need; and 3) we deliver support to communities through therapeutic programmes like the Blues Project. I am honoured to be the Chair of the Board of Trustees for The Bowlby Centre. During uncertain times, psychotherapeutic skills become even more valuable, and the Centre's mission to provide training, practice and promotion of attachment needs is able to help individuals in need of support. The work of therapeutic professionals and researchers should never be underestimated for the value contributed to our society.

The period of 2021/22 has been busy with development and people changes as we emerged from the pandemic and look towards new opportunities.

In October 2021, three new Trustees from outside The Bowlby Centre joined the Board of Trustees: Dr Suzanne Zeedyk, Chris Philipsborn and myself, bringing on board diverse skills and experiences outside of clinical practice. During 2021/22 the Board was chaired by Matt Wotton, who stepped down as Chair and Trustee in April 2022. Claire Mayne-Constantinou also stepped down as Trustee and Honorary Treasurer in April 2022, to embark on new opportunities. I was voted in as Chair, taking up the role in June 2022. Sarah Vine KC also stepped down as Trustee in June 2022 and has become a legal consultant to the Trustees. A special thank you to Matt Wotton, Claire Mayne-Constantinou and Sarah Vine for their service, as well as new and continuing Trustees: Sue Berger, Richard Cross, Catherine Holland, Jane Parkinson, Chris Philipsborn and Dr. Suzanne Zeedyk for their expert contributions and oversight. The Board's composition is rich, balancing clinical practice, academia, commercial, regulatory skills, and a promotional outlook. I would like to thank the whole Board for their navigation during the pandemic and in welcoming newer Trustees, who are breathing a new dynamic of possibility for The Bowlby Centre's future.

With a new Board in place, the Trustees prepared for a transition in CEO leadership given that, Tori Settle our CEO from 2020, planned to step down at the end of 2022. Tori will continue as an active figure within the organisation. In December 2022 we welcomed Elizabeth Balgobin as our new CEO, bringing to the Centre best practices in charities, promotion and skills to increase accessibility.

The overriding theme of 2021/22 was the need to review our operating models and to take advantage of opportunities arising from the different ways in which individuals engage with The Bowlby Centre following the rise in remote working. During this period there have been many successes and a number of discoveries we are addressing.

Key successes this year have included adapting to the needs of a wider geographical membership, continued demand and oversubscription for places on our excellent 4 year UKCP accredited psychotherapy training, the launch and high demand for a new 2-year course designed for Accredited Prior Learning (APL) of counsellors and therapists who wish to become Attachment Based Psychotherapists also accredited by UKCP, and supporting and increasing our Blues Clients as well as the preparation for the UKCP 5 year reaccreditation in October 2022, which we have passed.

The above successes have been tremendous for our organisation. However, the past few years have borne a financial impact on the Centre, as has been the case across the educational and charity sectors. During the pandemic we successfully pivoted online delivery and brought along our students, members and teachers in this change, however transitioning out of this has had mixed results financially with unexpected costs incurred. During 2021/22 we had to pivot between in-person conferences to virtual, from online teaching to be in-person and to invest in more administrative support to manage in person and online curriculums and digital skills. Income has suffered with fee paying online conferences and short courses becoming saturated and individuals showing online fatigue. To support the above, costs to operate increased which has meant our operating costs outweigh income for the first time. Funds carried forward from previous years have been used to protect our long-term teaching excellence, talents and professional nurture, whilst we focus on controlling costs over the coming years.

Looking ahead, we will focus on our costs and how we operate in a post-pandemic world. We will increase incomes through a variety of courses, such as 4-year training, 2-year APL, and Continuous Professional Development (CPD) courses required for psychotherapists, whilst keeping in mind affordability, representation, and access. We are analysing our strengths and planning for long term sustainability, supporting our members and our outreach work with the Blues Project.

The past few years have confirmed there is a strong demand for the Attachment clinical expertise, training, and the professional home we offer. How we best serve these demands and take opportunity against rising costs of utilities, rents and living costs remains a priority for the Board of Trustees and CEO.

As a preview into 2022/23, we have reached another milestone in being reaccredited with the UK Council for Psychotherapy (UKCP) in October 2022 for another 5 years. In September 2022

our first students started on the 2-year APL UKCP accredited course and in December 2022 we welcomed our new CEO, Elizabeth Balgobin onboard and we now look forward to sharing future developments.

All of the above would not have been possible without the support and the exceptional membership community of The Bowlby Centre. I would like to thank our students and members, the committed teachers, the executive committees, the CEOs Tori Settle and Elizabeth Balgobin, all those involved in running the Centre, the Board of Trustees and our patrons Dr Elaine Arnold, Sir Richard Bowlby and Professor Susie Orbach for ensuring psychotherapists have a grounded and nurturing home.

On behalf of The Bowlby Centre, I would like to welcome all who are curious about Attachment.

**Siobhan Swinscoe**  
**Chair of the Trustees**

## CEO's Annual Report 2021-2022

This has been a challenging financial year for The Bowlby Centre in the middle and later stages of Covid and we have had to be flexible in our planning to continue to find creative ways to flourish. It has been difficult to predict just how everything was going to pan out, and whether we would be returning to business as usual or retaining some of the changes brought about by the pandemic. Some of the budgeting has had to be based on estimates that we have had no precedent for. The return of our members and students to physically working from the Centre has been lower than anticipated, as has the turn out for the conference. These constitute our biggest drift from our anticipated budget.

I have been in the role throughout this period, working alongside my supportive colleagues on the Executive, Sue Berger (Chair of Ethics and trustee) Bertie Witt (Chair of the Clinical Training Committee) and Jane Parkinson (trustee and Membership Chair).

The most important task of the year has been to stay afloat in the rather unpredictable economic conditions and to continue to offer a high standard of training for our students. Our teachers and our students have had to adapt to working on-line in ways that they hadn't signed up for when they started their roles, and we appreciate both their flexibility and their commitment to the training. It was a particularly difficult challenge to move the infant observation on-line and we are indebted to Catherine Holland for developing our digital model of observations. You will see from the budget that we have significantly increased the teachers' pay and this is partly because they have had no pay rise for many years and partly to reflect the amount of extra time that they all put in to prepare for the seminars.

The re-introduction of the experiential groups to the 3<sup>rd</sup> and 4<sup>th</sup> years in 2019 has been such a valuable addition to the training that we are intending to roll them out to the 2<sup>nd</sup> years as well. I

am very grateful to the group task force Mark Linington, Sarah Devereux, Tom Higgins and Bertie Witt for all the work and thought that they have put into developing this important initiative. They will be joined by Leslie Brisset, who is the Director of the Group Relations Programme at the Tavistock, when we expand our programme.

I would like to extend thanks and congratulations to Kate White and Orit Badouk Epstein for their respective roles in the publishing of a new book called "Shame Matters: Attachment and Relational Perspectives for Psychotherapists", edited by Orit Badouk Epstein, Routledge, 2021. As part of the Bowlby Centre monographs series, this book is the outcome of a collaboration between some of the most esteemed authors from around the world who have deepened our understanding of the etiology and impact of shame on children and adults. Judith Solomon, Colwyn Trevarthen, Richard Chefetz, Aileen Alleyne, Ulrich Schultz, Adriano Schimmenti, Elaine Arnold and Orit Badouk Epstein have written about shame from attachment, developmental, relational, philosophical, trauma and cultural perspectives.

Orit also steps down from being editor of our Journal this year and the role has been taken over by Aysha Begum. Orit has contributed much over a period of 10 years and the Journal would not have survived without her commitment, energy and generosity.

The other significant cultural shift that the Executive has developed has been around the Centre's approach to thinking about how we all talk and think about our racial differences. We have doubled the seminar time that we give to our students in this important area, and we continue to run an experiential group for key members of staff with our race Consultant Anthea Benjamin and her colleague Chris Scanlon. Anthea and Chris are trained group analysts.

Finally, and perhaps the biggest change that we have made this year, is to the training that we offer our students. As flagged up in the last annual report, we undertook a comprehensive review of the curriculum and made some fundamental changes. The centrality of the importance of how we work towards being more inclusive has been revisited, and we have therefore doubled seminar time on Race, Disability and Gender, Sexuality and Relationship diversity (GSRD). We have reintroduced the experiential groups, as reported above, and reabsorbed some of the Professional Development seminar material into other areas to make room for the groups without losing valuable content. We also now run a specific Attachment strand through all four years with two years of pre-clinical theory and two years of attachment-based clinical seminars, thus ensuring that our students are more deeply embedded in Attachment at the point of registration. Finally, we have updated our trauma material to reflect the contemporary developments in this rapidly growing field and to put us back at the cutting edge. We would particularly like to thank Debbie Zimmerman for putting together the revised Attachment strand, Ana Caroline Minozzo for developing a more contemporary take on the Freud seminars, and Catherine Holland for bringing our Trauma material up to date.

We had our organisational review with the UKCP in October 2022, which was passed thanks to the efforts of the team and member colleagues participating in the review.

I would like to end this with a personal thanks to the trustee board for their unfailing support and their deep passion for the work we do at the Centre. They have been a complete pleasure to work with and a tremendous resource for me. We have an outstanding board of trustees currently and the Bowlby Centre is very fortunate to have their combined expertise.

The Centre relies on so many of you supporting the work that we do, and for all of you mentioned above and all of you who I haven't spoken about too – the Executive are hugely appreciative of you all.

**Tori Settle**  
**CEO of the Bowlby Centre (to December 2022)**

## Introducing our new CEO



Elizabeth Balgobin

I join the Bowlby Centre at an interesting juncture; you have already been through much change and I bring more. My goals are simple:

- Stabilise the Bowlby Centre
- Engage and energise members and students to identify changes you want to see
- Increase our reach so that more people can learn about and understand Attachment
- Ensure low-cost therapy continues to be available through the Blues Project

I have been warmly welcomed and supported by Siobhan as chair and the rest of the board, Tori through the transition to being the chief executive, and the core team of Sarah Devereux and Carol Tobin. I am already benefiting from the wisdom of members and teachers, and the ideas from students and look forward to meeting more of you.

Elizabeth Balgobin  
Chief Executive (from December 2022)

## Our Clinical Training



There are many good things about the Bowlby Centre's clinical training. The Centre provides an intimate learning environment: small intakes give students a lot of space to participate and explore together with a good deal of depth. Important questions of power and difference, e.g. around race, class, gender, sexuality and disability are given more emphasis than many psychotherapy trainings. Attachment and trauma are at the core of the training and this provides a solid foundation for development as a relational

### Clinical Training Committee

The CTC, currently with Bertie Witt as Chair and Caroline Adewole as Vice Chair, continue to work hard to guide and support our trainees through the training process from application through to registration. The course tutors put in an enormous amount of work both to develop and maintain fair procedures and to address ongoing issues from teachers and students alike. We welcome our new external assessor Annie Power, who has already written one report for us, based on looking at students Pit and RAPP portfolios. Annie's role is to assess us as assessors and ensure that we are rigorous and robust in our assessment process. In October 2022, we had a very successful organisational review conducted by the UKCP, looking at the five years to July 2022. This identified areas of strength and areas for development. A big thank you to the students who volunteered to speak to the team from the UKCP. We are currently working on the areas for development and have a timeline in place, with a working party to review the curriculum and recognise the research elements of our training programme. The centre is now open for our students and the seminars are now a mixture of in-person and online, with appropriate technology in each of the teaching rooms. We have introduced personal reflective group seminars into years 2, 3 and 4.

### Ethics Committee

Ethical matters have been managed through the year by this small committee, Sue Berger and Wayne Davis. They have dealt with a number of ethical concerns, some of which were resolved and a few of which are ongoing.



One which was resolved began in early 2020 when the Ethics Committee made a third-party complaint to the UKCP on behalf of a client of a Bowlby member. In summer 2021 the UKCP, after a full hearing, removed the member from the Professional Register on the grounds of serious misconduct.

There is a discussion happening between the UKCP and the Bowlby Centre as the UKCP maintains that all complaints, even those between members, should first be scrutinised by the UKCP and then referred back to the Bowlby Centre if they regard them as minor or not breaching their Codes. There is concern that this level of formality could put people off raising concerns but some members may prefer the separation and independence of outside scrutiny - the issue needs discussion within our community.

The Codes and Procedure have been kept under review and work has progressed on preparing a more rigorous mediated approach to internal complaints.

Sue continues to sit on the Executive Committee as Chair of Ethics and it proves to be a useful link with the wider organisation.

### The Blues Project and Referrals

For nearly 30 years the Bowlby Centre has run the Blues Project which provides low-cost therapy (£10 per session) for people struggling to access therapy and everybody training at the Centre has to work with 2 Blues Project clients for at least 2 years.

Everyone remembers their first Blues client. For many of our current student body, a Blues client is also a first ever client, so the matching together of client and therapist is particularly important - we want the experience to be as comfortable as possible for both people in the consulting room. Rosalind Grainger is Blues Project Co-ordinator which means that she answers queries from potential clients, arranges and undertakes assessments and facilitates introductions between clients and their therapist once the therapists' supervisor and Course Tutors have agreed to the match.

The Project has been invaluable for the clients with whom it has worked and for the trainees and we now need to think about its future. It needs funding to increase its scope and to explore what further assessment and therapy services are needed. A Working Party is being established with input from Rosalind, Course Tutors, supervisors and the wider membership, nearly all of whom have been - and maybe still are - Blues therapists themselves, to think together about its future role.

Everyone who has trained at the Centre therefore has valuable insight to offer about the important work they have done with people who would probably not otherwise have had the opportunity to access attachment based psychotherapy.

### 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.

### October 2021

- Infanticidal Attachment - Prof Brett Kahr
- Attachment and Complex Trauma - Orit Badouk Epstein

### February 2022

- Safeguarding Awareness Training - Lynn Findlay

### March 2022

- Attachment Theory in Clinical Practice - Orit Badouk Epstein

### April 2022

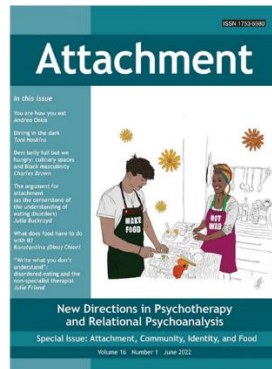
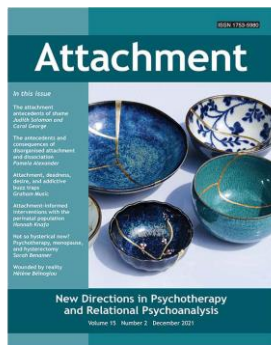
- Specialised Safeguarding Training - Lynn Findlay

### June 2022

- Safeguarding Awareness Training - Lynn Findlay
- Specialised Safeguarding Training - Lynn Findlay
- Building Therapeutic Presence and Attachment in Online Therapy - Emma Cameron

## Publications

## Journal: Attachment – New Directions in Psychotherapy and Relational Psychoanalysis



Our Journal, Attachment: New Directions in Psychotherapy and Relational Psychoanalysis, has been a staple offer to members, it is an important resource for our students and part of our offer to the wider psychotherapy community. After 10 years in the role Orit Badouk Epstein stood down as editor, leading the discussion and seeking out new contributors and contributions to our thinking on Attachment. Her last edition in December 2021 was wide-ranging including shame, perinatal interventions, menopause and hysterectomy, boarding school syndrome, and a tribute to and celebration of John Southgate.

The second edition of the year was a special issue guest edited by Linda Cundy on Attachment, Community, Identity and Food brought together those elements of life and connection that everyone can recognise.

We were excited to appoint Dr. Aysha Begum as Editor-in-Chief in December 2021. Aysha is a Bowlby Centre member and UKCP-registered psychoanalytic psychotherapist with a private practice and is also the clinical psychology lead in a large inner-city Child and Adolescent Mental Health Service (CAMHS). Her 20 years' clinical, teaching and academic experience, specialising in Psychiatric Epidemiology, combined with her clinical interests in motherhood, fatherhood and parental mental health created a very special first edition on 'Fathers'. Aysha is interested in creating a journal space that is both inclusive and diverse. Having completed multiple clinical trainings, she welcomes both classical more analytical thinking alongside more attachment-based relational and systemic thinking. One particular vision she has for the journal, is to implement a formal peer review process whereby a selection of original data studies and psychology research may also be included. We welcome her compassionate leadership, rigour and academic acumen to her role as our Journal Editor-in-Chief.

The journal also includes the long-standing support of Mr. Wayne Davis as assistant editor. His overall generosity and commitment to the journal, and his direct support to Aysha is greatly appreciated by her and the Bowlby Centre.

We have maintained a strong relationship with Phoenix Publishing House, providing invaluable support and guidance. We would like to thank Mrs. Kate Pearce and Mrs. Anita Mason at Phoenix for their work producing and promoting the Journal to new audiences.

## Journal subscription totals for 2022

259 Subscriptions:

146 The Bowlby Centre  
11 The Relational School  
76 Individual  
21 Student

5 Institutions:

- Kinder und Jugendpsychiatrische Dienste
- Institute of Technology Carlow
- Regents University London
- 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*, is edited by Orit Badou Epstein and was published in 2021.

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*.

### Other publications

*Trauma and Loss: Key Texts from the John Bowlby Archive*, has received much praise from many highly regarded attachment researchers and clinicians. This volume, published in October 2019, is comprised of a selection from John Bowlby's unpublished works edited by Robbie Duschinsky and Kate White, with editorial assistance from Gareth Prosser.

Other books include *Telling Stories? Attachment based Approaches to the Treatment of Psychosis* edited by Sarah Benamer and *Ritual Abuse and Mind Control - The Manipulation of Attachment Needs*, co-edited by Orit Badouk Epstein, Rachel Wingfield Schwartz and Joseph Schwartz.

The range of articles in these publications provide a rich and unique resource for students, clinicians and researchers working in the world of attachment and relational approaches to psychotherapy.

## THE CENTRE'S FINANCES

Our accounts are independently examined by the TC Group Bulley Davey. The table below provides the Statement of Financial Activities for the year, which shows the deficit incurred as a result of the post-Covid challenge and changes described in the Chair and CEO reports. The full accounts are filed at the Charity Commission and Companies House.

### Statement of Financial Activities Including Income and Expenditure Account For the year ended 31 July 2022

	<b><i>Unrestricted funds 2022</i></b>	<b><i>Unrestricted funds 2021</i></b>
<b><i><u>Income from:</u></i></b>		
<i>Donations and legacies</i>	£200	
<i>Charitable activities</i>	£189,053	£210,631
<i>Investments</i>	£344	£293
<b><i>Total Income</i></b>	<b>£189,597</b>	<b>£210,924</b>
<b><i><u>Expenditure on:</u></i></b>		
<i>Charitable activities</i>	£246,932	£207,928
<b><i>Net (expenditure)/income for the year/ Net movement in funds</i></b>	<b>(£57,335)</b>	<b>£2,996</b>
<i>Fund balances at 1 August 2021</i>	£158,693	£155,697
<b><i>Fund balances at 31 July 2022</i></b>	<b>£101,358</b>	<b>£158,693</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

## 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. I was chair of the BC CTC for 5 years and served on the Executive Committee so I was pleased to be able to join the Board of Trustees when an opportunity arose.

### 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 a trauma informed 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, DBR, 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. She is a Fellow at the RSA

### Jane Parkinson (to October 2022)

Jane is an attachment based psychoanalytic psychotherapist (UKCP). She trained with The Bowlby Centre in 1988 where she has been a course tutor, training supervisor and member of the Clinical Training Committee since 2012. [She was Chair of the CTC.](#)

She has a background in nursing, midwifery and health visiting, she worked in the NHS until 2012, mainly in the field of safeguarding, supervising and managing child protection work for health visitors. She also had a 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 she was invited to become a Trustee with a lead in clinical governance for RISE, the domestic abuse charity in Brighton. Since 2005 she has a growing interest in attachment and stress-related illness. Most of her practice is working from an attachment perspective with people who have chronic pain and medically unexplained symptoms. She is a member of the Psychophysiological Disorders Association.

### Chris Philipsborn

Chris is Executive Vice President and London Managing Partner at Kreab Worldwide, a global strategic communications consultancy. He also manages Kreab's Hong Kong office. A graduate of the LSE, Chris has been a director on three further management boards including Sellafield Ltd, Europe's largest nuclear site, foreign policy think tank The Salzburg Global Seminar and a UK outsourcer. Previously Head of European Corporate Affairs at BT Group, he began his career as a journalist, writing/broadcasting for The Financial Times, BBC World Service and The Economist. He chairs the Ad Hoc Council, a membership organisation founded in 1975 to bring senior corporate, commercial and industrial representatives together with key European policy makers. He additionally chairs national charity Meningitis Now; is a trustee of London care provider Providence Link and a former Trustee of The Disabilities Trust and NED of the Nuclear Industries Association. A crisis communications and reputation management specialist, Chris' clients include governments, global and mid-sized companies, financial institutions, law firms, NGOs and high profile individuals.

### Mark Wooton (Chair and trustee to May 2022)

Matt has over two decades of experience in forensic mental health. 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 led a review of Race in the Criminal Justice System (The Lammy Review), commissioned by the Prime Minister. Before then, he was Head of the Race Unit and a member of the Prison and Probation Board. Matt has a master's degree from Warwick Business School and has also studied at the London Business School and Cranfield University. He is now a psychotherapist in private practice and is currently editing a peer-reviewed journal on the topic of mental health and early attachment.



**Siobhan Swinscoe – Chair (from June 2022)**

Siobhan has extensive senior management and leadership experience within the energy sector, focused on consumer affairs, large business sales/partnerships and operations, implementing large scale IT and operating models, public affairs and regulatory compliance. Siobhan is completing her third Master's in Psychology (Arden, 2023). She holds a First Class BA in Politics (2004), a Merit MA in Middle East Politics and Arabic (2006) both degrees from Exeter University, a Certificate in Oriental Studies from Aleppo University, Syria (2004), and attained a Distinction MSc in Neuroscience and Psychology in Mental Health from King's College London (2021). Siobhan's earlier career spans being a Foreign Affairs Researcher, Parliamentary Aid, consultancy roles for Arab Ambassadors, and 12 years in senior roles with EDF Energy. Siobhan intends to pursue an interdisciplinary PhD in neuroscience-psychology focused on trust in Artificial Intelligence.

**Suzanne Zeedyk**

Suzanne Zeedyk is by training a research scientist, with a specialty in infant development. After being based for nearly 20 years at the University of Dundee, she stepped away from a full-time academic career in 2011 to establish an independent consultancy. Her goal was to disseminate what she calls 'the science of connection' to the public. She now works with organisations across the UK and beyond to deepen their understanding of attachment, intersubjectivity and trauma, with the ultimate message being that relationships shape children's developing biology. She works with a wide variety of sectors, including health, education, social work, criminal justice, and family support, with 120,000 people having attended events live over the past decade and many more watching online content. She is delighted to be an ambassador for the Bowlby Centre, as she believes that the knowledge it holds at its core matters for human thriving everywhere.

**Legal adviser:****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.

## Legal and Administrative Information

The Bowlby Centre  
1 Highbury Crescent  
London  
N5 1RN

Telephone: 020 7700 5070  
Email: [admin@thebowlbycentre.org.uk](mailto:admin@thebowlbycentre.org.uk)  
[www.thebowlbycentre.org.uk](http://www.thebowlbycentre.org.uk)

### **Trustees**

Siobhan Swinscoe [Director] – Chair of Trustees (Appointed 15 October 2021)  
Sue Berger [Director]  
Richard Cross [Director]  
Catherine Holland [Director]  
Suzanne Zeedyk [Director] (Appointed 15 October 2021)  
Chris Philipsborn [Director] (Appointed 15 October 2021)  
Mark Wooton [Director] – Chair of Trustees (Resigned May 2022)  
J M Parkinson [Director] (Resigned October 2022)

### **Patrons**

Dr Elaine Arnold  
Sir Richard Bowlby  
Professor Susie Orbach

### **Registered office**

6 North Street  
Oundle  
Peterborough  
PE8 4AL

### **Accountants**

TC Group  
Brightfield Business Hub  
Bakewell Road  
Orton Southgate  
Peterborough  
Cambridgeshire  
PE2 6XU

A Company Limited by Guarantee  
Registered No. 3272512  
Registered Charity No. 1064780/0