

# **ANNUAL GENERAL MEETING (AGM) AGENDA AND REPORTS PACK**

9<sup>th</sup> September 2025

High Leigh  
Conference Centre  
Lord St, Hoddesdon  
EN11 8SG



## TCTC Board Meeting Agenda

9th September 2025

17.15 - 18.25

High Leigh Conference Centre and Online via Zoom

### Current Trustee/Directors

Chris Nicholson (**Chair**), Peter Clarke (**Secretary**), Fitsum Teklu (**Treasurer**), Kevin Gallagher (**Commissioning and Consultation Lead**), Bethan Thibaut, Deborah Judge (**Children's Network Co-Chair**), Iwona Munia (**International network Co-Chair**) Dr Jenelle Clarke (**Editor: Journal**), Julia Dillalo (**Adult Mental Health Group Co-Chair**), Luca Mingarelli (**International network Co-Chair**), Mike Staines (**Equality, Equity, Diversity and Inclusion**), Neelam Khawani-Connett (**On-line Conference and Lived Experience, Communications and Equality, Equity, Diversity and Inclusion**), , Richard Shuker (**Research & Development Group**), Peter Cockersell (**The Adult Mental Health Group Co-Chair**)

### Agenda:

1. Welcome – record of attendance – apologies for absence
2. Approve minutes of last AGM – Dec 2024
3. Matters arising
4. Chair's Annual Report – Chris Nicholson
5. Accounts 2024
6. Treasurer's report (to include a membership profile overview/growth forecast)
7. The election of trustees/directors (management committee)
  - Neelam Khawani-Connett, Bethan Ines Thibaut, Dr Deborah Judge and Iwona Munia standing down and standing for re-election
8. Proposed Resolutions –
9. Therapeutic Childcare and Commissioning – Dr Kevin Gallagher and Dr Chris Nicholson.
10. Equality, Equity, Diversity and Inclusivity – Mike Staines and Neelam Khawani-Connett
11. Secretarial support role (Peter)
12. Strategy and Communications Neelam Khawani-Connett
13. Groups and Networks - (LEN) Neelam, (AMH) Julie and Peter, (CN) Kevin and Deborah, (IG) Iwona and Luca
14. The Journal update and future – Jenelle Clark
15. Growing the Board of Trustee/Directors
16. Any Other Business - Date/location of next AGM -Conference 2026 – TCTC Conference (in-person and online)



## AGM Minutes 2023

### TCTC Annual General Meeting

5<sup>th</sup> November 2024

17.15 – 18.30

High Leigh Conference Centre and Online via Zoom

#### Current Trustee/Directors

Chris Nicholson (Chair), Peter Clarke (Secretary), Fitsum Teklu (Treasurer), Kevin Gallagher (Commissioning and Consultation Lead), Bethan Thibaut, Deborah Judge (Children's Network Co-Chair), Iwona Munia (International Group Co- Chair) Dr Jenelle Clarke (Editor: Journal), Julia Dillalo (Adult Mental Health Group Co-Chair), Luca Mingarelli (International Group Co- Chair), Mike Staines (Equality, Equity, Diversity and Inclusion), Neelam Khawani-Connett (On-line Conference and Lived Experience, Communications and Equality, Equity, Diversity and Inclusion), Richard Shuker (Research & Development Group), Peter Cockersell (The Adult Mental Health Group Co-Chair)

#### Agenda:

**1. Welcome** – record of attendance – apologies for absence

Apologies from Dr Deborah Judge. Apologies from Richard Shuker. Apologies from Jennelle Clarke. Apologies from Fitsum Teklu

**2. Approve minutes of last AGM** – Dec 2023

Approved minutes

**3. Matters arising**

**4. Chair's Annual Report** – Chris Nicholson

**5. Accounts 2023**

**6. Treasurer's report** (to include a membership profile overview/growth forecast)

The reserves policy was £10,000, which was considered to be enough to mitigate against financial risks. There is a need to adjust the reserves policy. Operating costs has increased, brining to the board we need to have a reserves policy that covers a years' worth of running costs, towards £20,000 - £25,000. Peter Clarke suggests acting with caution on this. What are the financial risks we are mitigating against? The Charities Commission do not like to have big changes in reserves, but we could change our reserves policy to be in bands of activity rather than financial, this would allow us to underwrite set events. Income streams have changed. We have made a modest profit at every event, and the Children's Sector is still the largest sector within our membership. Financial outlook is good, moving forward we need to focus on two potential strands:

-Growing membership

-Publishing events more in advance



## 7. The election of trustees/directors (management committee)

### ▪ **Richard Shuker standing down**

Many thanks, Richard has put on many very interesting events. Richard has brought in many new people who do not normally engage with TCTC to present and engage with TCTC through interesting and engaging events.

The R&D group needs a new lead. We need to think about how the R&D group connects with the Journal group, or to create a group to connect the two groups.

### ▪ **Peter Cockersell standing down**

A huge thank you for an enormous amount of work over 6 years. We are incredibly grateful for your time and commitment. Peter is staying on with the Adult Mental Health group, and staying on as part of the conference committee. CHT is now well represented on the board. The Elly Jensen is part of Peter's legacy and is now an annual event at the conference.

### ▪ **Fitsum Teklu, standing down and standing for re-election**

Nominated by Mike Staines. Seconded by Dr Kevin Gallagher.

Dr Kevin Gallagher notes it has been great working with her, and the board really appreciates having her accountancy skills.

Unanimously agreed.

### ▪ **Luca Mingarelli standing down and standing for re-election**

Nominated by Iwona Munia. Seconded by Julie Dilallo

Unanimously agreed.

### ▪ **Julia Dilallo standing down and standing for re-election**

Nominated by Dr Chris Nicholson. Seconded by Iwona Munia

Unanimously agreed.

### ▪ **Patrick Mandikate standing to be co-opted to the board.**

Proposed by Dr Chris Nicholson. Seconded by Criag Fees

Unanimously agreed.



## **8. Proposed Resolutions – Focus on driving up membership and expanding the board. Consultancy and request for events from members.**

### **Member Events and Membership**

Members are engaging with events, and we are looking to put on more events in 2025.

The board needs to take forward an initiative recruiting from different sectors. We need to think about how we are going to increase income gained from the events, and we are going to increase membership and participation at events.

The communication to different sectors needs to be different, they want different things from us and have different needs.

How many non members are attending our events? Therapeutic childcare conference has more non members, that's a recruitment opportunity. This conference there are 8 non members.

Sarah Paget recommends looking at joining at Big Spud and getting a stand at big spud. It is an expensive conference, but would be a good networking event. Chris agrees, the board should think about going to more conferences, for example there is a mental health conference at Essex university. We especially need to have a presence and a focus in Adult Mental Health.

Dr Alec Clarke suggests, sending all non members half price membership for the year, the conversion rate for joining after a year half price is about 80%. Could look into different sectors as well, such as schools, they could use help with looking at different frameworks, working with children who are expelled or excluded. Teachers could join as an individual, or to look into school groups.

### **Task: Board to develop Strategy**

### **Consultancy**

Increased request for support following in person children's Networks for consultancy. We need to offer something more structures for us to manage as we currently struggle with Human Resources, we need to offer bundles in accessible and manageable portions.

Task: We must produce governance package and strategy.



## 9. Therapeutic Childcare and Commissioning – Dr Kevin Gallagher and Dr Chris Nicholson.

### Commissioning:

- Significant progress and visibility in our work with childrens sector local authorities
- Chris presented a workshop at the National Childrens Commissioner Training Conference (June) very good engagement
- Kevin has linked in with a range of networks as there is a lot of policy and practice movement in this space across the UK e.g. Regional Care Cooperatives. There are a lot of 'irons in the fire'
- Kevin delivering free training (under TCTC banner) to Telford commissioning team in September – and there is follow up introduction to the 20 other local authorities in the West Mids region
- Through all this work we have been early stakeholders in a Therapeutic Child Care Commissioning event for October this year – Chris presenting a keynote, we have supported C of C to have a slot on standards, Amberleigh presenting lived experience keynote and workshop (with TCTC branding present) – very significant stakeholders
- Relevance is 2-fold:
  - TCTC can offer LAs direct consultancy and training in the use of standards and thinking about therapeutic/ relational care in their commissioning and market management.
  - The more traction and visibility we get with the local authorities (the customers of our children sector members) the greater the engagement for members/ attracting new members.
- Lots of proactive LinkedIn posts where opportunities arise (responding and commenting to high levels of media reporting on the challenges in children's social care) to signpost to TCTC or share a sense of the work we are involved in – so lots of general awareness raising in many forums.

### Consultancy:

- In 2024 we generated new income of £3500 – net £2000 (up from £900 net in our first year) so this continues to be a revenue stream for further development.
- It's still very much in its infancy as we haven't had much time to developing strategy or expanding our resource – so these are very much pilot projects to help develop our working approaches and proof of concept
- We have template Single Central Register for governance, consultant profile template and contract/invoicing templates which seem to be working well
- It has been the activity of 3 directors so far – Kevin primarily, some input from Chris and now a recent new project for Peter
- Mostly these are services seeking support to develop their models, or to think about the application of C of C standards, or how to better structure or describe their therapeutic practice. They are all in children's services to date.
- There is potential for paid public sector work following on from the commissioning activity update.
- Small revenue at present, but with good potential that needs more strategic development and resource over time.



#### **11. Secretarial support role (Peter)**

Peter Clarke is looking to stand down but is looking for someone else to step up. The new secretary needs to be a member of the board as they are an important part of the structure. The roll will be sent out to members.

#### **12. Strategy and Communications**

#### **13. Groups and Networks - (LEN) Neelam, (AMH) Julie and Peter, (CN) Kevin and Deborah, (IN) Iwona and Luca**

Question from the International Group. We are just for people living and working aboard, but we always get people from the UK wanting to join. What should we be doing?

Dr Chris Nicholson suggests we think about the meaning, the people from the UK want to connect with people in different communities. This could be in the group, or in a different group, but we should support this as it is very important and powerful.

#### **14. The Journal update and future – Jenelle Clark**

#### **15. Growing the Board of Trustee/Directors**

Skill sets we would benefit from as a board:

Marketing

Administration and organisational

Governance

Research

#### **16. Any Other Business - Date/location of next AGM -Conference 2025 – TCTC Conference (in-person and online**



## Chairs Report

The Consortium for Therapeutic Communities (TCTC) is a member's charity for all those involved in, connected with, and interested in therapeutic communities and the delivery of group and relationship-based support and treatment across the entire human lifespan. We promote a values-based approach to working with people, often in communities or groups. We believe that relationships and shared responsibility are central to all organisations and that the overall social environment is critical to the effectiveness of any service. Therapeutic Communities (TCs) are settings where the whole context; the physical environment, the way the day is planned and the relationships a person has across the community, are considered to be part of the therapeutic process.

The focus for me in my term as Chair has been, and continues to be, the long-term viability, security and standing of the Charity, as well as ensuring our aims and objectives are foremost in our activities. Given the relative smallness of the charity, its limited assets and human resource, it has been sensible to engage in focused work with limited but central objectives rather than pursuing a broader and perhaps unrealistic (or even idealistic) strategy. Thus, we do the work where we are – from within the TCTC networks, seeking to yield influence through the extension of our values, ethos and theoretical position in those places most likely to find them of use. What I have found is that the door, long closed to us over about 25 years, is beginning to open up – probably for complicated reasons, and both TC and psychodynamically informed ways of working and thinking are gaining ground.

I have noted my individual activities in my capacity as Chair at the foot of the report, and address broader TCTC issues directly below.

### Finance

Financial stability of TCTC is much improved – see Fitsum's report – though our financial reserves remain small. While our strategy of having additional training events and conferences across the year, extending our work on consultation, and developing our profile publicly and professionally in order to drive up membership has been effective, the long-term stability of the Charity remains vulnerable to sudden shocks. Fitsum is skilled in laying out the accounts in a clear fashion, and manages to work flexibly with the working processes and changes within the charity.





## Chairs Report

### Board of Directors

One immediate reflection is that the Executive Board must be continually renewed. Last year several members stood down, while both current members and new members, due to a mix of personal and professional concerns have needed to take a back seat during parts of the year, and it indicates the pressures of commitment for all in this period of social and economic uncertainty. This is no less true for me in my role as Chair than for anyone else, with both ends of the year marking personal and professional pressures. I'm reminded that Charity is Greek for love – that love is a verb – and holding the Charity requires constant attention and sustained effort. As such, I want to put my thanks on record to the Board of Trustees because the wide achievements of the year across the networks are occurring against a very challenging backdrop.

Yet we continue to need to grow the Board of Trustees / Directors with a view to bringing on to the board new skills and capacities with which we can extend our work – and this will be evident in the AGM. There will be a need to plan ahead for succession in key roles – e.g. Secretary (addressed today), Chair of the Conference Committee, and Chair of the Charity overall. Happily, we know there are many incredible people in the TC world – the TCTC Board members in waiting – who will in time join us in our work and eventually take it over and carry it forward.

### Conference Success

I also want to highlight the success of the three main annual conference over the year. The 45th Annual Conference here at High Leigh was a great success thanks to the team and the wonderful contributions of our members. The one-day conference in May at Wrexham University, From Trauma Aware to Therapeutic Childcare, headed by Kevin Gallagher, and the Virtual Conference in June, Building Connections: Relational Practice and Therapeutic Communities in Transformative Care, headed by Neels, were both fabulous – very well-attended and receiving great feedback. I was delighted to be involved in the latter, and hope I can be involved with the former in future years.

What has made a great difference to this conference is the kind support on the Conference Team of Jessica Williams Ciemnyjewski, Felix Williams and Danni Harper, who each bring their energy and creative drive.



## **Chairs Report**

### **The Journal of Therapeutic Communities**

Established in 1980 – is the only peer-reviewed journal that is dedicated to publishing international research and findings related to TC, therapeutic and enabling environments and related fields.

The Journal has run into several issues in spite of the work put in last years to resuscitate and reenergise it. There are two solid Special Editions to come, with a third normal edition in tow, but technical issues in the review process (on Emerald's side) have slowed things down. I am working on a more establishing a Journal-focused subgroup within the Board to support Jenelle Clarke with whom I've been working closely. However, there are some fundamental questions about the criteria and format of an academic journal which also need addressing as Journals in general are struggling to maintain themselves. Ours suffers from unique features that need to be tackled over the coming year.

### **TCTC Newsletter**

One of the positive new developments this year has been the production of the TCTC Newsletter from within the Comms Team. This has already grown in size over the first two editions, and it looks set to develop as a non-academic site for gathering news and practice from across the world of TCs. Many thanks to Neels and the team – and notably to Craig Fees as a non-board member whose support is considerable.

### **Administration**

Our administrative support, primarily Abi Tales at BestCity, have worked enormously hard over the year to support us. Abi brings verve and gusto to her role, for example, in developing a beautifully succinct TCTC Flyer for external events, and supporting the entire team of the Board. We ran into complex and lingering issues with our website this year, which was managed, transposed and rebuilt by Aaron – who was immensely patient and generous with his time and technical know-how. Warm thanks to all at BestCity for their support.



## Chairs Report

### Activities as Chair:

#### Key engagements/activities

- June – spoke at the Commissioning Together: Improving Outcomes through Collaboration and Innovation conference - Title: A Misplaced Childhood - Therapeutic Childcare - What is it and What it isn't?
- July – Spoke at the AQA A-level Psychology: The Teachers' Conference to 85 psychology teachers about psychodynamic model of support and therapeutic community model of adolescents
- April – invited attendee - Back to Their Futures Summit: Transforming care for children subject to Deprivation of Liberty (DoL) orders, Birmingham [In-person]
- April – attended the Relational Practice Development – discussion day
- April – Visited Navigo for a two-day visit. Lecture on: An Ecological Model for Residential Therapeutic Child Care & Therapeutic Communities
- April – attended Parliamentary Launch of a research report making the case for investment in psychotherapeutic services for people with 'Personality Disorder' – which used day-TCs as case example
- February – invited attendee - South East RCC Voluntary Sector Round Table
- 2024-25 – Developed Leadership Competencies for the Enabling Leadership Framework - UK National Enabling Environments in Prisons and Probation programme (NEEPP). The official launch is October 2025. An associated Prison Leadership Handbook is in production

#### Future Engagements

- November 25 – invited to give keynote at 2025 FEVACA Conference on Developing Residential Workforce: Training, Education, Leadership
- Spring 2026 – Invited by Catherine Orr to speak in Spring 2026 in Manchester at the Forum for Inpatient Child and Adolescent Psychology Services (FICAPS) conference on the theme of Creating a Psychologically Safe Environment/milieu in Inpatient CAMHS. I have confirmed.
- I am in discussion with Sue Mizen about how to build upon her excellent work on psychoanalytically informed day-TCs. A central idea is a collaboration between the Sue (TTTF), Essex University and TCTC to apply for a substantial Funding Grant with three main strands:
  1. Development of a two-year package of hybrid training for teams
  2. Work up a Long-Term cost benefit of investment in therapeutic input in children's homes and Tier 4 CAMHS services and CAMHS inpatients ED services
  3. Academic stand – examining the history of theoretical approaches to understanding of residential therapeutic care, and making a case for Sue's Relational Effective Model and Chris' Ecological Model

Dr Chris Nicholson – Chair



**REGISTERED COMPANY NUMBER: 07710339 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1143955**

**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024  
FOR  
THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

McCabe Ford Williams  
Chartered Accountants  
Charlton House  
Dour Street  
DOVER  
Kent  
CT16 1BL



**THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

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FOR THE YEAR ENDED 31 DECEMBER 2024**

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## **THE CONSORTIUM FOR THERAPEUTIC COMMUNITIES (TCTC)**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The objects of the charity are to relieve the needs of people who have suffered emotional trauma and mental health difficulties which can be treated in therapeutic communities and therapeutic environments. The charity does this by developing the standard and quality of service in therapeutic settings, and promoting awareness, education and research related to these services amongst health professionals, service providers and the public.

##### **Public benefit**

The trustees confirm that they have complied with the duties in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The trustees have referred to the guidance in the Charity Commission general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that they have set.

#### **ACHIEVEMENTS AND PERFORMANCE**

The Consortium for Therapeutic Communities (TCTC) is a member's association which promotes a values-based approach to working with people. We believe that relationships and shared responsibility are central to all organisations and that the overall social environment is critical to the effectiveness of any service. Therapeutic Communities (TCs) are settings where the whole context; the physical environment, the way the day is planned and the relationships a person has, are considered to be part of the therapeutic process.

TCTC has maintained a stability in operations this year and improved financial stability. Steady progress in the right direction. We continue to grow the Board of Trustees / Directors and develop new areas of activity - this will be ongoing. Over 2024, we have increased the number of regular member events and resources, increased and diversified our Board, further developed our approach to EDI (Equality, Diversity and Inclusion), as well as consolidating 2023's new services in Commissioning and Consultation.

Membership is stable, Children and Adolescent services continue to be the largest contingent. Attendance at member events and our key conferences has also increased, and board members have continued to create articles and represent the charity at a number of national conferences.

TCTC is increasingly seen as having a leading role in representing therapeutic work within the sector and this has been built upon across the year. We continue to make progress despite operating on an entirely voluntary basis (except for our administration contract which remains valuable and effective).

#### **FINANCIAL REVIEW**

##### **Investment policy and objectives**

Under the Memorandum and Articles of Association, the charity has the power to invest in any way the trustees wish. The trustees, having regard to the reserves policy, have operated a policy of keeping available funds in an interest bearing deposit.

##### **Reserves policy**

The trustees have acknowledged that costs for the charity are stable and there is little risk of significant unanticipated expenditure. Reserves of £10,000 are deemed sufficient to mitigate financial risks. Free income reserves at 31 December 2024 amounted to £38,170 (2023 - £16,533).





## **THE CONSORTIUM FOR THERAPEUTIC COMMUNITIES (TCTC)**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The Consortium for Therapeutic Communities (TCTC) is a company limited by guarantee governed by its Memorandum and Articles of Association dated 19 July 2011. On 23 September 2011 it was registered as a charity with the Charity Commission. Membership of the charity is at the discretion of the trustees.

##### **Recruitment and appointment of new trustees**

At each AGM one third of the trustees will retire from office. Retiring trustees may be reappointed. New trustees must be recommended by existing trustees or be proposed by members.

Trustees have been appointed on the basis of the relevant expertise that they can bring to the board. All trustees have experience of membership of or working in a therapeutic community or a therapeutic environment. The board includes representatives from a variety of relevant sectors and specialisms.

##### **Organisational structure**

The board of trustees, which must be three or more, administers the charity. The board meets at least three times per annum and more frequently if necessary. Three of the trustees have been given responsibility to manage the day to day affairs of the charity including its finance.

Other trustees provide support based on their professional expertise as necessary.

##### **Risk management**

The major risks to which the charity is exposed have been reviewed and systems established to mitigate those risks.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

07710339 (England and Wales)

##### **Registered Charity number**

1143955

##### **Registered office**

34 Carlton Business Centre  
Carlton  
NOTTINGHAM  
Nottinghamshire  
NG4 3AA

##### **Trustees**

P D Clarke  
K N Gallagher  
M Staines  
C Nicholson  
S J Paget de le Fosse (resigned 1.1.24)  
P V Cockersell (resigned 5.11.24)  
J A Dilallo  
N Khawani-Connett  
B I Thibaut  
F F Teklu  
D Judge  
L Mingarelli  
J M Clarke (appointed 18.1.24)  
I Munia (appointed 19.9.24)  
P Mandikate (appointed 5.11.24)

##### **Company Secretary**

P D Clarke



**THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Independent Examiner**

McCabe Ford Williams

Chartered Accountants

Charlton House

Dour Street

DOVER

Kent

CT16 1BL

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

22/08/2025

Approved by order of the board of trustees on ..... and signed on its behalf by:

*Fitsum*

.....  
F F Teklu - Trustee





**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

**Independent examiner's report to the trustees of The Consortium for Therapeutic Communities (TCTC) ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2024.

**Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Ian Pascall FCA

McCabe Ford Williams  
Chartered Accountants  
Charlton House  
Dour Street  
DOVER  
Kent  
CT16 1BL

Date: .....22 August 2025.....



## Accounts 2023

### THE CONSORTIUM FOR THERAPEUTIC COMMUNITIES (TCTC)

#### STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 Unrestricted fund £	2023 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		62	126
<b>Charitable activities</b>			
Therapeutic communities		92,100	70,230
Investment income	3	41	19
<b>Total</b>		<u>92,203</u>	<u>70,375</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Therapeutic communities		<u>70,566</u>	<u>57,062</u>
<b>NET INCOME</b>		21,637	13,313
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		16,533	3,220
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>38,170</u></u>	<u><u>16,533</u></u>



**THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

**BALANCE SHEET  
31 DECEMBER 2024**

	Notes	2024 Total funds £	2023 Total funds £
<b>CURRENT ASSETS</b>			
Debtors	5	8,309	3,194
Cash at bank		34,918	16,611
		<u>43,227</u>	<u>19,805</u>
<b>CREDITORS</b>			
Amounts falling due within one year	6	(5,057)	(3,272)
		<u>38,170</u>	<u>16,533</u>
<b>NET CURRENT ASSETS</b>			
		<u>38,170</u>	<u>16,533</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		38,170	16,533
		<u>38,170</u>	<u>16,533</u>
<b>NET ASSETS</b>		<u>38,170</u>	<u>16,533</u>
<b>FUNDS</b>	7		
Unrestricted funds		38,170	16,533
		<u>38,170</u>	<u>16,533</u>
<b>TOTAL FUNDS</b>		<u>38,170</u>	<u>16,533</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 22/08/2025 ..... and were signed on its behalf by:

*Fitsum*

.....  
F F Teklu - Trustee



## THE CONSORTIUM FOR THERAPEUTIC COMMUNITIES (TCTC)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

#### 1. STATUTORY INFORMATION

The Consortium of Therapeutic Communities is an incorporated charitable company, limited by guarantee, registered in England and Wales. In the event of the charitable company being wound up any property remaining would be given to another charity with similar objects and if no property remained, the liability of the members would be limited to £10 each.

The charitable company's registered number, registered office address and nature of operations can be found in the Report of the Trustees.

#### 2. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

There are no material uncertainties that may cast significant doubt on the charitable company's ability to continue as a going concern.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable.

Members subscriptions are recognised when received.

Grants are included as income when they are receivable. Grants are considered receivable when there is evidence of entitlement.

No amounts are included in the financial statements for the services donated by volunteers.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.





**THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**3. INVESTMENT INCOME**

	2024	2023
	£	£
Deposit account interest	41	19
	<u>41</u>	<u>19</u>

**4. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2024 nor for the year ended 31 December 2023.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2024 nor for the year ended 31 December 2023.

**5. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Sundry debtors	8,309	3,194
	<u>8,309</u>	<u>3,194</u>

**6. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Trade creditors	2,168	1,176
Accruals and income in advance	2,889	2,096
	<u>5,057</u>	<u>3,272</u>

**7. MOVEMENT IN FUNDS**

	At 1.1.24	Net movement in funds	At 31.12.24
	£	£	£
<b>Unrestricted funds</b>			
General fund	16,533	21,637	38,170
	<u>16,533</u>	<u>21,637</u>	<u>38,170</u>
<b>TOTAL FUNDS</b>	<u>16,533</u>	<u>21,637</u>	<u>38,170</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	92,203	(70,566)	21,637
	<u>92,203</u>	<u>(70,566)</u>	<u>21,637</u>
<b>TOTAL FUNDS</b>	<u>92,203</u>	<u>(70,566)</u>	<u>21,637</u>



# Accounts 2023

## THE CONSORTIUM FOR THERAPEUTIC COMMUNITIES (TCTC)

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 DECEMBER 2024

#### 7. MOVEMENT IN FUNDS - continued

##### Comparatives for movement in funds

	At 1.1.23 £	Net movement in funds £	At 31.12.23 £
<b>Unrestricted funds</b>			
General fund	3,220	13,313	16,533
<b>TOTAL FUNDS</b>	<u>3,220</u>	<u>13,313</u>	<u>16,533</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	70,375	(57,062)	13,313
<b>TOTAL FUNDS</b>	<u>70,375</u>	<u>(57,062)</u>	<u>13,313</u>

#### 8. RELATED PARTY DISCLOSURES

During the year directors and companies related to them, were invoiced £14,001 (2023 - £4,993) by the charitable company for membership subscriptions, training and conference attendance and at the year end £1,195 (2023 - £1,287) was outstanding.

During the year companies related to the directors invoiced the charitable company £1,500 (2023 - £2,648) for consultancy and administrative expenses and at the year end £NIL (2023 - £1,148) was outstanding.



**THE CONSORTIUM FOR THERAPEUTIC  
COMMUNITIES (TCTC)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 £	2023 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	62	126
<b>Investment income</b>		
Deposit account interest	41	19
<b>Charitable activities</b>		
Annual conferences	52,279	32,413
Membership subscriptions	31,545	28,900
Group meetings and training	4,620	6,550
Consultancy	3,398	1,800
Individual journal sales and royalties	258	567
	<hr/>	<hr/>
	92,100	70,230
<b>Total incoming resources</b>	<hr/>	<hr/>
	92,203	70,375
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Insurance	56	-
Conference costs	34,891	18,566
Group meetings and training costs	3,413	852
Cost of journals	2,656	8,345
Travel and subsistence	239	248
Consultancy fees	450	1,800
	<hr/>	<hr/>
	41,705	29,811
<b>Support costs</b>		
<b>Governance costs</b>		
Administration and book-keeping	25,283	22,744
Telephone, postage, stationery and advertising	478	2,103
Sundry expenses	66	197
Independent examiner's fee	1,716	1,116
Bank and credit card charges	880	1,003
Website design and maintenance	438	88
	<hr/>	<hr/>
	28,861	27,251
<b>Total resources expended</b>	<hr/>	<hr/>
	70,566	57,062
<b>Net income</b>	<hr/>	<hr/>
	21,637	13,313



## Treasures Report

**TCTC AGM – 9th September 2025**

### **Treasurer Report**

#### **Introduction:**

The financial year for the charity runs 1st January to 31st December. This report provides an overview of the full financial year for 2024 and year to date position for 2025.

We closed the 2024 financial year with a surplus of £21,637, representing a 62% increase compared to 2023. Key drivers of this improvement included successfully hosting a three-day in-person conference and achieving an increase in membership subscription income.

#### **Key Activities in 2024**

- Membership subscription income increased by 9% compared to the previous year.
- A three-day in-person conference was delivered, generating a strong surplus and attracting more delegates than in 2023.
- A series of online chargeable training workshops were held, most of which generated a surplus.

#### **Budget and Outlook for 2025**

The board approved the 2025 budget based on projected membership fees, income from conferences and workshops, and core operating costs. While the budget initially forecasted some surplus, current projections suggest that attendance at the three-day conference may fall below expectations. Consequently, we now anticipate ending the year with a modest deficit.

#### **Accounts & Finances (Year to Date through August 2025)**

- Membership subscription fees have been maintained at the same level as 2024.
- The three-day in-person conference is expected to result in a small loss.
- A mix of online and in-person training workshops has been delivered, with most generating a profit.
- The board will renew the contract with Best City, which continues to provide administrative support.
- Efforts are ongoing to recover long-overdue debtor balances.
- Membership fees for both individuals and organisations will be reviewed annually.

#### **Conclusion**

While 2024 delivered a strong financial outcome with significant growth in both conference and membership income, the outlook for 2025 is more challenging. Careful management of costs and continued focus on income-generating activities will be key to minimising the expected shortfall.

**Fitsum Teklu**

**Treasurer TCTC**





## Voting and elections

### Re-elected board members

#### Neelam Khawani-Connett

Neelam Khawani-Connett has a diagnosis and lived experience of personality disorder. She graduated from a therapeutic community in the UK over 10 years ago, having battled with her own depression from a very young age. The skill-set she has developed allows Neelam to work collaboratively alongside mental health practitioners to support service users & raise awareness of personality disorders and emotionally challenging behaviours. She is a KUF trainer and a group facilitator, helped establish one of the therapeutic communities in Buckinghamshire, co-developed the TCEPT course and leads reviews in therapeutic communities and enabling environments for two projects within The Royal College of Psychiatrists. Since she has been in Goa, Neelam is a member of the Hank Nunn Institute trust board, helps deliver webinars, is a staff member of their academic therapeutic community, Mosaic, and co-facilitates the greencare group, GreenCloud International. More recently, she has been co-opted on to The Consortium of Therapeutic Communities trust board.

#### Bethan Thibaut

Beth is the Programme Manager for the Mental Health Rehabilitation, Enabling Environments, Community of Communities, and Older Adult Ward networks at the Royal College of Psychiatrists Centre for Quality Improvement.

She has an MSc in Forensic Psychology and has a background in mental health service research. She has held research posts at the Forward Trust, a charity that delivers substance misuse treatment programmes in prisons, and at Imperial College London's Patient Safety Translational Research Centre. Beth has authored several papers on the subjects of patient safety in mental health services, and insomnia treatment



## Voting and elections

### Re-elected board members

#### **Dr Deborah Judge**

Deborah has enjoyed a varied career working as a Child and Adolescent Psychiatrist and Family and Systemic Psychotherapist. Deborah has a passion for service development and innovation and has been involved in forming and shaping youth services both in the NHS and in 3rd sector organisations. Her medical career, spanning 25 years within the NHS, included 14 years as a Consultant in Specialist Child and Adolescent Mental Health Services (CAMHS) with expertise in addictions and the development of trauma-informed services for young people with substance use problems in Southwest England. In a change of direction in 2014, Deborah was one of the founding Directors of Birribi, a therapeutic residential care organisation in West Wales. As Therapeutic Programme Lead for Birribi, she focusses on the development of therapeutic residential care practice for young people with complex developmental trauma. Recently retiring from clinical psychiatric practice, Deborah is actively developing systemic practice in various settings and moving away from a medical model of youth mental health and wellbeing. Surprisingly, a love of horses has facilitated this shift away from traditional frameworks of mental health treatment. Over the years Deborah has connected her passion for horses with therapeutic work since starting training in 2005 in Equine Assisted Therapy and Learning. This environment in the company of horses now informs and develops her therapeutic practice at Birribi – with children, young people and families, in team development and reflective practice, and in professional development and leadership training.

#### **Iwona Munia**

Iwona Munia is the Head of Services for Community Housing and Therapy CHT, a charity working with adults with complex mental health needs. During last 13 years Iwona has been working at CHT in different roles and at different sites, practicing within TC (therapeutic community) and PIE (Psychologically Informed Environments) models. Iwona completed MA in Clinical Psychology and MA in Special Education at Warsaw, Poland before moving to UK in 2005. She worked with vulnerable adults and children in variety of settings including secure units, day centres and schools. Iwona is interested in group work and is completing Diploma in Groupwork Practice.



**Members can seek election from the floor.**

**· Are there any members seeking election?**

**Brian Hogan** – Director, Relationships at Work Brian Hogan is the Director of Relationships at Work and brings over 36 years of experience in the public sector, with a strong focus on secure residential care. He spent 20 years in senior management, including five years as CEO, and has developed deep expertise in leadership, team development, and relational care practices. Brian has served on several key boards, including Don Bosco Care, the Consortium for Therapeutic Communities, and the Social Care Workers Registration Board, contributing to the advancement of social care standards and governance in Ireland. Currently, Brian's work centres on team development, mentoring, and providing a safe and supportive sounding board for leaders at all levels. He is especially passionate about working with emerging leaders, both in academic settings and on the front lines of care. Brian is also available to act as an expert witness in matters related to care practice and leadership

**Richard Cross**

UKCP, EAP & WCP Registered Psychotherapist and Child Psychotherapist

His career for over 30 years has focused on working within relational approaches to address the areas associated with attachment, trauma and dissociation. His early career was focused on developing relationally based treatments within correctional environments to reduce recidivism, piloting new approaches for violence prevention and reducing victimisation, such as the Advanced EQUIP, A-SOTP and managing democratic prison-based Therapeutic Communities for high-risk adult life-sentenced offenders. He collaborated with Sandra Bloom to introduce the Sanctuary Model, a trauma-informed approach, to the UK in 2004, which was before the proliferation of these concepts across the UK.

Since then, he has developed an interest in trauma-responsive models and continued his focus on Therapeutic Communities, exploring how to bring these aspects to life in organisational cultures. One example is a multi-component approach called ATIC (Attachment and Trauma-Informed Care), which is now harnessed across multiple residential child care homes. He is actively involved in research and innovation, and he also provides consultancy services to organisations and training to qualified mental health professionals.

He is Director of Clinical Services at Five Rivers Child Care, JSA Psychotherapy; MCTS, where he leads teams of psychologists and psychotherapists.

He is a Fellow and Faculty member of the International Society for Trauma and Dissociation. He trains psychologists, psychiatrists, and mental health professionals, and serves as a trustee of the Bowlby Centre in London.



## **Gill Attwood**

I am dual-trained as a mental health nurse and psychodrama psychotherapist. In 2002 I was seconded into a team tasked with developing Personality Disorder Services in Oxfordshire for adults of working age. This developed into a tier 3 specialist personality disorder service, delivering psychotherapeutic interventions within a therapeutic community model: With four therapeutic communities including more recently a TC for 18–25-year-olds. Since then, I have developed professionally holding the role of Service Lead across Oxfordshire and Buckinghamshire, In May 2025 I partially retired and now only hold the role for Oxfordshire. My portfolio includes operational and strategic oversight of the clinical service, and Training and Vocational Initiatives in Personality Disorder team (TVI-PD), PD pathway development for Oxford Health NHS Foundation Trust, as well as working clinically.

I have particular interests in:

- Co-production and working to develop services and workforce, with a view to increasing access to services for those who require it in a non stigmatising manner. Within TVI-PD we have ex-service users who support the delivery of clinical services working alongside clinicians, as well as developing and delivering all the trainings we offer.
- The development and sustainability of Adult Democratic TC's across all health, social and voluntary sectors. I am an active member of the Community of Communities Advisory group ensuring this remains on the agenda.
- The development and use of research in TCs to strengthen the model validity. I have taken on a number of research projects and supported others in their research. I strongly believe that without robust research including quantitative measure then the TC model in adult TC's is at risk
- Co-production and delivery of training across sectors in working with personality disorder in psychologically informed way. These trainings are both standardised as well as developing bespoke trainings for organisations based on their needs



## **Equality, Equity, Diversity and Inclusivity**

**Verbal** Update to be made.

Policy is now live on the website.

## **Commissioning and Consulting – AGM summary**

**Lead - Kevin Gallagher**

**Support – Chris Nicholson**

Across the last year we have continued to be busy on this relatively new area of work.

### **Commissioning:**

- Significant progress and visibility in our work with children's sector local authorities
- Chris presented a workshop at the National Children's Commissioner Training Conference (June) very good engagement
- Kevin has linked in with a range of networks as there is a lot of policy and practice movement in this space across the UK e.g. Regional Care Cooperatives. There are a lot of 'irons in the fire'
- Chris attended and contributed to the South East RCC Voluntary Sector Round Table
- Chris attended Back to Their Futures Summit: Transforming care for children subject to Deprivation of Liberty (DoL) orders, Birmingham [In-person]
- Kevin delivering free training (under TCTC banner) to Telford commissioning team in September – and there is follow up introduction to the 20 other local authorities in the West Midlands region
- Through all this work we have been early stakeholders in a Therapeutic Child Care Commissioning event for October this year – Chris presenting a keynote, we have supported C of C to have a slot on standards, Amberleigh presenting lived experience keynote and workshop (with TCTC branding present) – very significant stakeholders
- Relevance is 2-fold:
  1. TCTC can offer LAs direct consultancy and training in the use of standards and thinking about therapeutic/ relational care in their commissioning and market management.
  2. The more traction and visibility we get with the local authorities (the customers of our children sector members) the greater the engagement for members/ attracting new members.
- Lots of proactive LinkedIn posts where opportunities arise (responding and commenting to high levels of media reporting on the challenges in children's social care) to signpost to TCTC or share a sense of the work we are involved in – so lots of general awareness raising in many forums.



### **Consultancy:**

- In 2024 we generated new income of £3500 – net £2000 (up from £900 net in our first year) so this continues to be a revenue stream for further development.
- It's still very much in its infancy as we haven't had much time to developing strategy or expanding our resource – so these are very much pilot projects to help develop our working approaches and proof of concept
- We have template Single Central Register for governance, consultant profile template and contract/invoicing templates which seem to be working well
- It has been the activity of 3 directors so far – Kevin primarily, some input from Chris (with Woodbridge Care both free and paid with an amount to TCTC and free to Navigo) and now a recent new project for Peter
- Mostly these are services seeking support to develop their models, or to think about the application of C of C standards, or how to better structure or describe their therapeutic practice. They are all in children's services to date.
- There is potential for paid public sector work following on from the commissioning activity update.
- Small revenue at present, but with good potential that needs more strategic development and resource over time.

### **Summary:**

It should be noted that this is time consuming work, but that it has substantially added to the TCTC profile as through these activities we are reaching and engaging more systematically with 'communities of practice' at ground level, and further up the hierarchy where we can influence decisions and directions in the field.



## **Strategy & Communications Group**



## Groups and Networks

### **Adult Mental Health Network**

The Adult Mental Health TC group is a meeting of people who work, attend or live in therapeutic communities or mental health services with a social and relational therapeutic approach. The Adult Mental Health Network had planned on meeting in January, but due to sign up numbers this event was sadly cancelled.

### **Children's Network**

The TCTC children's network group have continued their model of in-person and online meetings. It was great to hear from one provider that they are now using The Reflective Seminar technique within their provision to help and aid thinking within their SLT.

In October we met in Birmingham to think about 'A Professional's Journey Through A Child's Experience'. We heard about the challenges, rewards and dilemma's faced by professionals.

It was great to see familiar faces from the network group at our conference in November and meet providers who may want to get more involved by joining us.

January brought us the boys from Amberleigh Care, and we heard from 'A Child's Journey Through Placement' - as always, they did an amazing job relaying their experiences. It is so powerful and important to hear their voices.

In March we thought about 'Lasting Relationships, Who Makes Us Grow'. We heard about the important work that Kev from Mulberry Bush is developing in relation to Life Story work, and Birribi about a case study of a child's journey through his placement.

In July we had an in person meeting, hearing about 'The Importance of Relationships Through and Beyond Care' from an ex-pupil of The Mulberry Bush, and from Amanda and her colleagues from 'Your Life Your Story.'





## Groups and Networks

### **Lived Experience Network:**

The Lived Experience Network (LEN) hosts a monthly online drop-in sessions. LEN is a space where lived experience is celebrated and highly valued. The network is facilitated by Neels and Vikki. Together we can build the network, provide peer support and gain a better understanding of ourselves. We can share paid and voluntary opportunities around training, research and publishing, support groups, activities and much more!

### **TCTC International Group:**

TCTC International Group started meeting in June 2024 and have been meeting regularly since then. Our group is open to all people interested in the workings of therapeutic communities, whether they are currently working in one or have been in the past. We are welcoming everyone outside of UK, who is interested in exploring the workings of TCs in different countries and cultures. During our first year of meetings our membership included people from Italy, Poland, Sweden, Japan, Malta, and India. Our aim and hope is to develop our connections beyond geographical limitations, bring TC practices across the world closer together and learn from each other. Themes and topics that have been emerging so far during meetings included sharing experiences of working in TC environments, sense of isolation that some TCs might experience, especially in the current sociopolitical climate, and power of sharing and learning from others. Next Meeting: 12 September 2025, 11.00- 12.30 Online Via Zoom



## **The Journal update and future**

### **Therapeutic Communities: International Journal of Therapeutic Communities Report Prepared for the AGM 9th September 2025**

The TC Journal will have published one regular issue and two special issues that are forthcoming (Elly Jansen and Cassel) for 2025. We are pleased and very grateful to all the contributors for these issues and to those who review the papers and play a role in getting them published.

It remains a challenging time for the Journal as overall, submissions continue to be low, and we have experienced some system problems related to the peer reviewing process that delayed publication of some issues. The publisher, Emerald, have flagged some of the issues and Jenelle Clarke (the journal's editor) and Chris Nicholson (Chair of the TCTC Board) are in communication with them on the best way forward for the Journal. We are keen to develop and widen the audience for the Journal and expand the number of contributors from a variety of backgrounds, including practitioners and those with lived experience. We are therefore exploring options for the Journal's format and frequency of publication. Alongside this, we are also exploring options for developing more support for the Journal, particularly for people to help authors develop their ideas into articles.

The next regular issue of the Journal is due early 2026. To complete the issue, we do need more submissions now, and if you are interested in writing for the Journal, and/or have an idea that you would like to develop into an article, please do get in contact with us (email below)!

**Dr Jenelle Clarke, Editor**  
**University of Birkbeck**  
**E: [Jenelle.clarke@bbk.ac.uk](mailto:Jenelle.clarke@bbk.ac.uk)**



## Growing the Board of Trustee/Directors

### Information Sheet

#### The Consortium of Therapeutic Communities Executive Board

We are eager that the Executive Board attracts energetic and engaging people who are committed to the work of therapeutic communities and wish to play a key role in their growth and development.

#### **What TCTC and what is the Executive Board?**

The Consortium of Therapeutic Communities (TCTC) is a charity which represents and promotes Therapeutic Communities and other psychosocial environments which aim to enable people who have suffered adversity, emotional trauma and mental health difficulties to recover and lead fulfilling lives in the UK and Internationally.

The charity is run by the Executive Board of Directors under the guidance and support of a Chair, and several key roles such as Secretary and Treasurer. There are a number of Working Groups such as the Conference/Training Group, Adult TC Group, Children and Young People's Group, Strategy and Communications Group, Research and Development Group. Other groups can be proposed or set up as required.

TCTC also holds responsibility for the Journal of Therapeutic Communities, published by Emerald, and the Journal Editor is usually a member of the Board.

#### **Becoming Director / Trustee**

The terms Director and Trustee are interchangeable. While Charities generally have Trustees, they must also be registered with Companies House. Companies House use the term 'director', which TCTC has generally adopted.

#### **The key elements:**

1. Candidates have to be a member of TCTC in order to be a director/trustee
  2. There is no financial liability for directors, but their details have to be listed at Companies House
  3. Directors can be 'Co-opted' onto the board. To be 'co-opted', a candidate can be nominated by the board, voted for and this would be recorded in the minutes to facilitate officially joining as an Executive Board member.
- For this process they would submit a CV, a short biography and photo to the board in advance of a meeting
  - They will be invited informally to the meeting and briefly talk about why they wish to join and ask any questions they may have. This is not an interview but rather a friendly meeting
  - After this they leave for the board to vote



## Growing the Board of Trustee/Directors

4. Any 'co-opted' member would then stand for election at the next available AGM.
5. The term served on the Board is a maximum of 3 years by which time board members have to resign, but can stand for re-election at the same AGM
6. Commitment is to be active – to attend the meetings and to get involved in working groups that are of interest, and where you can add value
7. If an Executive Board member misses 3 consecutive meetings this can be grounds for directorship to be concluded by decision of the board, depending on the circumstances

In summary, the commitment of an Executive Board member is to be proactive in the promotion of TCTC and the work. This is not a 'passive' status; a Director is supposed to act in the best interests of TCTC and to seek to progress the aims of the charity. Of course, the role is incredibly enriching since the board itself is made up of incredibly interesting people engaged in very important work on behalf of all of our members.

### **Eligibility Criteria for becoming a Director:**

We hope to attract people with expertise in all aspects of therapeutic communities and planned environments. You may have worked in TCs, managed TCs, lived in a TC or engaged in research about TCs.

We seek people with diverse experience and who from different backgrounds including experts by experience. We aim to maintain a Board that is suitably balanced and as representative as possible.

Board Members are required to complete a Trustee Declaration for the Charity Commission for England and Wales. This process includes a list of barring criteria for unspent offences. However, there is process to apply for a waiver to the barring list should this be required. If you have concerns about this please contact our Secretary Peter Clarke: [peterclarkeatwork@gmail.com](mailto:peterclarkeatwork@gmail.com)

For the Declaration form and barring list please email our Secretary Peter Clarke: [peterclarkeatwork@gmail.com](mailto:peterclarkeatwork@gmail.com) or our Admin Abi Trales: [admin@therapeuticcommunities.org](mailto:admin@therapeuticcommunities.org)

If you require any further information please feel free to contact Chris Nicholson: [cnich@essex.ac.uk](mailto:cnich@essex.ac.uk)



**Any other business**



**Any Other Business**