THE ANNA FREUD CENTRE

England & Wales · Charity number 1077106

Details

Status	Registered
Legal form	Charitable company
Company number	03819888
Registered	1999-08-23
Register	View on the Charity Commission register

Contact

Address	4-8 Rodney Street London N1 9JH
Phone	02077942313
Email	info@annafreud.org
Website	http://www.annafreud.org

Activities

Objects: The objects of the Charity are: 3.1 the promotion for the public benefit of the awareness, prevention and relief of mental illness or disorder and the protection and preservation of mental wellbeing and emotional health, in particular but without prejudice to the generality, by the means of:3.1.1 the practice of and research into psychological and other appropriate methods of therapy and support for infants, children, young people, and adults;3.1.2 training infant, child, adolescent and adult psychological therapists and those directly working to support children and families; and 3.1.3 supporting communities to facilitate diverse approaches to support the mental health and wellbeing of infants, children, young people and parents and carers; 3.2 the advancement of education for the public benefit, in particular but without prejudice to the generality, by:3.2.1 providing training and education in the field of mental health;3.2.2 carrying out research in the field of mental health; and3.2.3 by establishing, maintaining and supporting educational institutions including free schools and academies. (“the Objects”).

Activities: The Anna Freud Centre improves the lives of thousands of children and young people with mental health problems every year. It provides a vital lifeline for families under pressure and is the UK's only children's mental health organisation to combine practice, training and world-class research, with a focus on family well-being.

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Classification

- **How:** Makes Grants To Individuals, Provides Services, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, The General Public/mankind

Geography

- Ireland
- Scotland
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£29,233,725	£28,016,780	£34,063,928	483
2023-08-31	£24,670,297	£25,736,769	£32,658,974	443
2022-08-31	£21,988,134	£19,970,629	£33,762,195	383
2021-08-31	£16,885,762	£16,750,998	£31,978,489	364
2020-08-31	£16,215,298	£16,586,927	£31,618,014	345

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Trustees

Name	Role	Appointed
THE HON MICHAEL SAMUEL	Chair	2002-09-22
Andrew Evans		2023-03-09
Anne-Marie Huby		2023-03-09
Antonia Cowdry		2023-09-18
Catherine Anne Bedford		2019-11-12
Daniel Peltz		2013-02-26
Namrata Kamdar		2023-03-09
PROFESSOR LINDA MAYES MD		2004-01-30
Pamela Susan Hutchinson		2020-12-08
Peter Oppenheimer		2008-10-30
Professor Stephen Pilling		2020-07-01
Victoria-Rose Cadogan		2023-03-09

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THE ANNA FREUD CENTRE

England & Wales - Charity number 1077106

Accounts

Trustees annual report and financial statements

For the year ended 31 August 2024

Anna Freud
building the mental wellbeing of the next generation

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References and administrative details

The Anna Freud Centre, operating as Anna Freud, is a registered charity, number 1077106, and a company limited by guarantee, company number 03819888.

Board of Trustees
Ms Catherine Bedford
Ms Tori Cadogan
Ms Antonia Cowdry
Mr Andrew Evans
Ms Anne-Marie Huby
Ms Pamela Hutchinson OBE
Ms Namrata Kamdar
Professor Linda Mayes MD
Mr Peter Oppenheimer
Mr Daniel Peltz OBE (Treasurer)
Professor Stephen Pilling
The Hon Michael Samuel MBE (Chair)
Mr Dominic Shorthouse (Deputy Chair) (resigned 03.12.24)
Dr Sarah Wood OBE (resigned 12.03.25)

Auditors
HaysMac LLP
10 Queen Street Place
London, EC4R 1AG

Bankers
Barclays
Level 12, 1 Churchill Place
London, E14 5HP

Investment managers
Cazenove Capital
1 London Wall Place
London
EC2Y 5AU

Patron
Her Royal Highness
The Princess of Wales

Key management personnel

Chief Executive
Professor Peter Fonagy OBE FMedSci, FBA, FBPSA, PhD, DipPsy (retired 31.08.24)

Chief Executive
Professor Eamon McCrory (appointed 1.09.24)

Chief Operating Officer
Ros Bidmead

Chief People Officer
Marjorie James FCIPD

Chief Financial Officer and Company Secretary
Christine Kanu (left 12.12.24)
David Fowler (from 06.01.25)

Applied Research and Evaluation Director
Professor Jessica Deighton

Schools Director
Jaime Smith MBE

Education and Training Co-Director and Clinical Co-Director
Claire Evans (from 24.04.23)

Medical Director
Dr Dickon Bevington MA MBBS MRCPsych PGCert FRSA

For key management remuneration, please see page 45.

Registered address
4-8 Rodney Street
London, N1 9JH
020 7794 2313
www.annafreud.org

Welcome

A message from Professor Peter Fonagy OBE, retiring Chief Executive and The Hon Michael Samuel MBE, Chair of the Board of Trustees

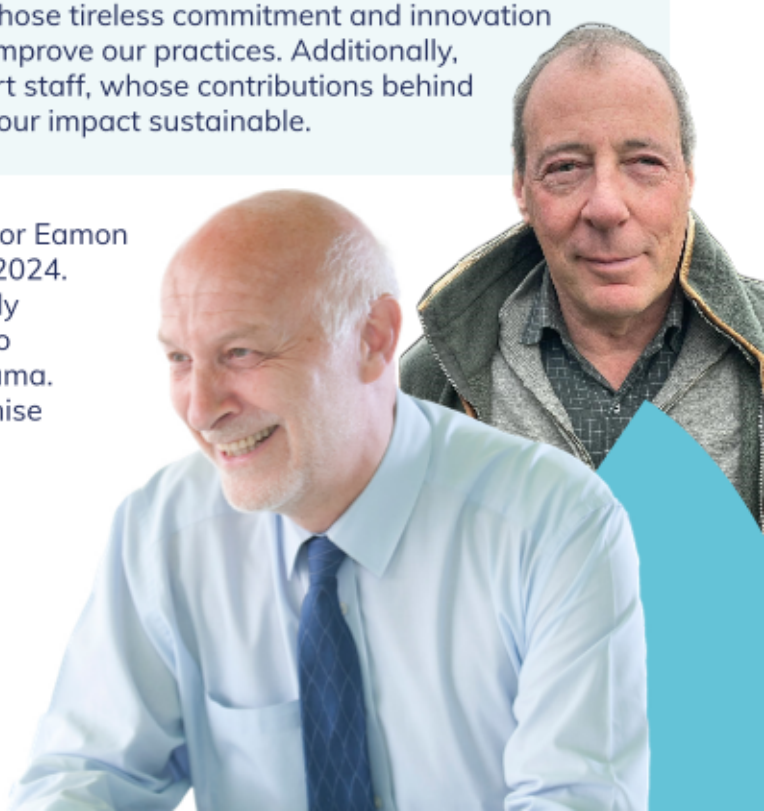
The past financial year, ending 31 August 2024, has seen significant achievements for Anna Freud. We've now completed three of the five years of our strategy, and in that time we've taken huge steps towards closing the gap in mental health support for children, young people, and families. We've continued to expand our essential support through extensive work in schools and colleges, training professionals across the UK, and providing crucial family assistance via local authorities. A particular milestone was the launch of our manifesto, 'Thinking differently', which calls on the government to prioritise prevention and early intervention in mental health care.

With less than a third of people seeking mental health support in the UK actually receiving it[1], our mission remains critical. It is essential that we deeply understand the needs of young people by carefully listening to their experiences and ensuring their voices shape our actions. Our commitment to being a diverse and collaborative organisation that truly represents the communities we serve has been strengthened this year, through dedicated efforts in equity, diversity, inclusion, and participation.

Alongside reflecting on these achievements, I informed the Board and Executive of my intention to retire as CEO at the end of the 2024–2025 academic year. My journey with Anna Freud has been an extraordinary privilege, enriched immeasurably by the talented and passionate colleagues who have worked tirelessly alongside me. I am profoundly grateful to each and every person who has contributed to making Anna Freud the brilliant and compassionate child mental health charity it is today.

I would also like to extend a personal thank you to the clinicians whose dedication provides vital support and hope to babies, children, and young people every day – as they once provided essential help to me during my own adolescence. Equally, I want to express my gratitude to the educators and researchers whose tireless commitment and innovation continue to advance our understanding and improve our practices. Additionally, heartfelt thanks go to the professional support staff, whose contributions behind the scenes make our mission achievable and our impact sustainable.

Finally, we are delighted to announce Professor Eamon McCrory as our CEO beginning 1 September 2024. Eamon has been part of the Anna Freud family for 18 years, dedicating his research at UCL to advancing our understanding of complex trauma. His expertise, commitment, and passion promise exciting new era for our charity.



A message from our new Chief Executive, Professor Eamon McCrory

In these challenging times, our mission is more important than ever.

My vision for Anna Freud is rooted in two core principles: innovation and collaboration. These values have been central to our organisation since its inception, and I believe they are two sides of the same coin. We must continue to strive to develop fresh ideas – and we must improve access to this new knowledge by sharing the latest scientific and clinical insights.

I believe that we can have a transformative societal impact if we work collaboratively. We can radically improve current models of prevention and intervention for the many thousands of young people who need help and support.

I feel incredibly privileged to lead such an extraordinary organisation and I'm truly excited about what we can achieve.

We would like to thank all Anna Freud colleagues, as well as the young people, parents, carers and supporters who enable us to complete our essential work towards building the mental wellbeing of the next generation.

Objectives and activities

Anna Freud is a mental health charity and we've been supporting children and young people for over 70 years.

We listen to and learn from their diverse voices, and integrate this with learnings from our science and practice to develop and deliver mental health care.

This holistic approach has world-changing potential – our training, schools support, networks, partnerships and resources equip those who impact children and young people's lives with the knowledge and skills to support their mental health.

Our vision

We want to see a world where all children and young people can reach their full potential; a world where the right support is available at the right time.

Our mission

We want to close the gap in mental health and wellbeing by advancing, translating and sharing the best practice with those who impact the lives of children, young people and families.

Our values underpin all of our work. See our organisational values on our website.

Our strategy and goals

Our 2022–2026 Closing the Gap strategy outlines how we will close the gaps in mental health support so all children and young people can reach their potential.

Download our full strategy.

We want to close gaps in science, implementation and knowledge to empower parents, carers and professionals to support children and young people.

Closing gaps in science: we can only support mental ill health if we understand its causes. We will conduct cutting-edge research and listen to lived experience and widen participation to develop new and better solutions.

Closing gaps in implementation: we will design and test new approaches to improve available support.

Closing gaps in knowledge: we will share knowledge of what works and best practice, providing training to empower professionals with the skills and understanding to support children and young people.

Supporting our people

We believe our people are our greatest asset and that they work best when they're supported. We support our colleagues through:

Wellbeing support: all staff have access to a third-party employee assistance programme, can dedicate one Wednesday afternoon a month to a wellbeing activity and finish at 3pm every Friday.

Flexible working: we support hybrid working and offer fully remote work during the summer, to support those with caring responsibilities.

Inclusion: we've launched an EDI Acceleration Group to monitor our progress in implementing our EDI strategy.

People and culture: we developed a new people and culture strategy for 2023–2026, reviewing ways of working and setting out how we can develop to achieve our ambitions.

Employee voice: we introduced an employee voice forum in autumn 2023 for colleagues to share their thoughts on decision-making across our organisation.

Strategic Report

Achievements and performance

Thinking differently: our manifesto

Closing gaps in science, implementation and knowledge

Requests for mental health services have more than doubled since 2018, yet only 32% more patients are being seen today compared to March 2021.[2] To close this gap, we are urging policymakers, political parties and funders to think differently in our first ever manifesto.

Launched in spring 2024, our manifesto brings young voices and scientific insight together with our 70+ years of experience to call for change. Thinking differently calls for a shift in the dialogue around mental health towards early intervention and prevention. It is founded on the belief that strong mental health should be a foundation, not a fix.

Thinking differently details a five-point plan, informed by the lived experience of our Young Champions and driven by science:

- give young people a meaningful say in an expanded approach to prevention
- focus on communities
- adopt a whole-school approach to mental health and wellbeing
- widen our collective understanding of childhood trauma
- leverage the power of science and data.

We believe that these five asks could transform the mental wellbeing of a generation.

Download our full manifesto.

Clinical support for schools and colleges

Closing gaps in implementation and knowledge

Schools and colleges are well-placed to influence children and young people's mental health and wellbeing. Our Schools and Colleges Early Support Service provides clinical mental health support for students aged 11–25. The service was developed in response to the rise in mental ill health caused by the COVID-19 pandemic and has so far reached 177 schools and colleges.

Through the service, schools and colleges can refer students for one-to-one sessions with clinical practitioners, as well as access consultations and webinars for staff, parents and carers. The service aims to build networks of support around young people by providing the adults around them with the skills and knowledge to support their wellbeing.

This summer, we have received a £1 million donation from the Julia Rausing Trust that will enable us to continue subsidising the service. This means we can reach more schools and colleges and support more young people.

National Autism Trainer Programme

Closing gaps in knowledge

The National Autism Trainer Programme (NATP) is a partnership with AT-Autism, commissioned by NHS England to improve autistic people's experience of care in mental health services.

It is co-designed, co-produced and co-delivered with autistic people, and promotes an experience-sensitive, trauma-informed approach. It aims to develop the knowledge and skills of NHS staff to understand and advocate for autistic patients, improving the quality and efficacy of their care.

The programme follows a train-the-trainer model, meaning that those who undertake the training deliver the training back to their own workplace, alongside an expert with lived experience of autism – an Expert by Experience (EbE). This model vastly increases the programme's influence; for every delegate we train, a whole group of their colleagues also receive the programme's learning.

We're on target to deliver NATP training to a total of 4,860 trainers. Since the beginning of the programme, we have delivered training to 3,666 delegates – with 3,266 of those being trained over the last year.

UK Trauma Council

Closing gaps in science and knowledge

One in three children and young people are exposed to a potentially traumatic event before they are 18[3], increasing the risk of mental health problems later in life. The UK Trauma Council (UKTC) is an Anna Freud project that aims to reduce the negative impacts of childhood trauma through knowledge dissemination and education. It is the first UK-wide group in its field to bring together practice, policy and lived experience.

Over the last year, the UKTC has:

- trained over **3,500 professionals** on topics such a traumatic bereavement, PTSD, and trauma from war and conflict
- had **61,000** resources downloaded
- launched **two animated short films** created in collaboration with children and young people including for those impacted by war, migration and conflict
- had over **150,000** website visitors
- surpassed **3.3 million** views on YouTube.

"NATP training has acted as a catalyst for a culture shift within the service – including within senior leadership [...] the resounding feedback from staff was that it was the EbE's input that made the training so successful."

Kate Walder, Keyworker Service Lead, and Michael Jarvis, Practice Development Lead, HCRC Care Group

See more impact case studies.

Changing ourselves

We need to adapt to meet the needs of children and young people. In line with our strategic goals, we have taken several steps towards transforming our organisation over the last year.

EDI

At the halfway point of our 2022–2026 EDI strategy, we have made significant progress towards our four objectives.

Objective one: representation

- We have been improving our diversity monitoring processes across all our operations by investing in better systems (salesforce) and ensuring more consistency in our questions to help us identify where we most need to focus our efforts.

Objective two: inclusion and belonging

- We have continued our support for diversity networks, which create community, provide safe spaces, and deliver awareness events for all colleagues.

Objective three: continuous learning

- We've implemented mandatory EDI training for all colleagues. This improves awareness of the principles of EDI and encourages openness to different perspectives and experiences.

Objective four: community wellbeing

- We have adopted a restorative practice approach, which centres on conflict resolution, accountability and resilience, to ensure all colleagues are safe to learn and ask questions.

There is still work to be done, but the steps we have taken have laid foundations for even more progress. Our autumn 2024 EDI progress report will set targets for the final two years of the strategy.

Participation

Article 12 of the UN Convention on the Rights of the Child states every child and young person has the right to express their views, feelings and wishes on matters affecting them, and to have those views considered and taken seriously.[4]

We are doing this by collaborating with the young people and families who have lived experience of mental ill health or accessing mental health services. We launched our first participation strategy in spring 2024 to provide a roadmap for embedding participation in everything we do. The strategy details our practice model, the Lundy Model of Participation. Under this model, children and young people should be given space to be heard, power to use their voice, an audience to listen to them, and influence over decision making.

Download our full participation strategy.

In 2023, we provided **90 opportunities for young people, parents and carers to influence strategy, research and delivery**. We will continue our participation journey and further develop opportunities for young people and their families to influence our work.

Brand, marketing and communications

This year we have:

- developed our Brand, Marketing and External Affairs Team
- provided brand, marketing and communications expertise to support delivery of strategic, contractual and income-generating activities
- used internal communications to foster community and belonging, supporting our EDI ambitions.

Looking after our people

This year we have:

- developed a new people strategy
- created an organisational development function to build culture and drive forward employee wellbeing initiatives
- increased capacity of our People and Culture Team to enhance support for managers and colleagues.

Digital transformation

This year we have:

- launched a new website with the tools to power a multi-media rich platform of knowledge and experience exchange
- increased the accessibility and efficacy of our digital processes
- used technology to provide insights that will promote more meaningful relationships with those we serve.

Sustainability

Streamlined Energy and Carbon Reporting

This report summarises our energy usage, emissions, efficiency actions and performance under the Streamlined Energy and Carbon Reporting regulations. These regulations require us to report our greenhouse gas emissions from scope one and two, (electricity, gas and transport) every year.

Our report has been prepared in line with the March 2019 Department for Business, Energy and Industrial Strategy (BEIS) guidelines.

We have included measured emissions from activities that we have financial control over as required under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, unless otherwise stated in the exclusions statement.

Consumption (kWh) and greenhouse gas emission (tCO2e) total

This is our third year of reporting on the consumption and associated emissions for our operations. Scope one consumption and emissions relate to direct greenhouse gas emissions that occur from sources we control or own (e.g., fuel combustion in boilers, furnaces, vehicles).

Scope two consumption and emissions relate to indirect greenhouse gas emissions associated with the purchase of electricity, steam, heat and cooling (gas and electricity use in buildings).

Scope three consumption and emissions relate to emissions resulting from sources not within scope one and two, including business travel (vehicle, air and rail), disposal and treatment of waste generated in operations.

Totals

Total consumption (kWh) figures for our reportable energy supplies:

Utility and scope	2024 consumption (kWh)	2023 consumption (kWh)
Gaseous and other fuels (Scope one)	374,066	450,535
Grid-supplied electricity (Scope two)	209,221	173,974
Transportation (Scope three)	43,099	39,530
Total	626,386	664,039

Total emission (tCO2e) figures for reportable energy supplies (conversion factors used in these calculations are detailed in the appendix):

Utility and scope	2024 consumption (tCO2e)	2023 consumption (tCO2e)
Gaseous and other fuels (Scope one)	68.51	82.52
Grid-supplied electricity (Scope two)	44.42	36.94
Transportation (Scope three)	1.20	1.10
Total	114.14	120.56

An intensity metric of tCO2e per FTE has been applied for our annual total emissions. The methodology of the intensity metric calculations is detailed in the appendix, and the result of this analysis is:

Intensity metric	2024 intensity metric	2023 intensity metric
tCO2e / FTE	0.36	0.42

Energy efficiency improvements

We implemented a carbon reduction plan in 2022. A key aspect is ongoing monitoring and driving energy efficiencies where it is cost effective, proportionate and practical to do so.

Measures taken in 2024

Following completion of the London Mayor's Business Climate Challenge (BCC), we've continued using the IoGen platform to actively monitor our utilities usage and emissions data. We remain an active member of the Islington Sustainability Network.

Appendix

Scope one, two and three consumption and CO2e emissions data has been calculated in line with the BEIS reporting guidance. Emissions Factor Database 2021 has been used, utilising the kWh gross calorific value (CV) and KGCO2e emissions factors relevant for the reporting period 01 September 2023 to 31 August 2024. Intensity metrics have been calculated using total tCO2e figures and the selected performance indicator for the relevant reporting period: full time equivalents (FTE) 314 (2023: 288).

Financial review

Financial Position of the Charity

The financial statements for the year to 31 August 2024 are shown on page 30 onwards.

The result for the year to 31 August 2024 is a surplus of £1.2m (2023: deficit of (£1.1m). The surplus of £1.2m is driven both through continued demand for our training activities and our work in schools to improve child mental health outcomes. The principal driver for growth in our training was the delivery of the National Autism Trainer Programme (NATP), a highly successful train-the-trainer model.

The surplus for the year will support continued investment in our Closing the Gap strategy (2022-2026).

The outlook for income and major training programmes is less certain than in previous years. The landscape for government funding is uncertain and we are seeing delays in the commissioning of new services.

The delivery of our Closing the Gap strategy will allow us to undertake more tailored training and support through the use of research and practice combined with technology. This will be essential to support our delivery through a more economically challenging environment.

We will review our underlying cost base through 2025 to drive efficiency and reduce our cost base to respond to the challenges.

Income

Our income for the year was £29.3m (2023: £24.7m) representing an increase of 19%, predominantly in fee and commissioned income generated from charitable activities:

Clinical and preventative services
£1.8m (2023: £1.4m)

Education and training
£11.4m (2023: £7.3m)

Research
£3.3m (2023 £3.5m)

Conference and study events
£5.8m (2023: £6.2m)

Schools
£2.6m (2023: £1.6m)

Fundraising

Our fundraising strategy remains focused on five core income streams: individual giving, corporate partnerships, trusts and foundations, statutory grants and community giving. This is to provide financial stability but to also ensure a diverse portfolio of income, without overreliance on one income stream.

This year we achieved £3.6m of voluntary income thanks to our valued supporters. Despite the challenging fundraising environment, we are delighted to have received significant support for our flagship Schools and Colleges Early Support Service and UK Trauma Council projects. We also set up our new Anna Freud Pioneers initiative (formerly Giving Circle), attracting support from dedicated philanthropists who share our desire to build a mentally healthy society. We are excited to be running our first event towards the end of the calendar year to officially launch the giving group and share more about this impactful initiative.

Thank you to our growing community of Pioneers who provide us with core funding. Your support is vital to our work and gives us space for innovation, enabling us to remain agile as an organisation.

Expenditure

Our expenditure for the year to 31 August 2024 was £28.1m (2023: £25.7m) of which charitable expenditure was £27.5m (2023: £25.1m), an overall increase of 9.6% reflecting additional resources to support the delivery of NATP and continued investment in our Closing the Gap strategy (2022-2026).

Clinical & Preventative services
£4.1m (2023: £4.0m)

Education & Training
£8.6m (2023: £7.1m)

Research
£1.6m (2023 £2.4m)

Schools
£6.1m (2023: £5.1m)

User Participation & Dissemination
£1.3m (2023: £1.0m)

Research & Policy Development
£5.7m (2023: £5.2m)

Reserves

Total funds held at 31 August 2024 were £34.0m (2023: £32.6m) of which £26.3m were primarily designated for the Fixed Asset Fund (2023: £27.6m) and £6.7m (2023: £4.4m) were free and unrestricted.

The increase in free reserves to £6.7m is primarily driven by the operating surplus for the year of £1.3m (2023: deficit of(£1.1m)). The increase in free reserves to £6.7m represents 2.9 months of operating expenditure and is £0.3m below our policy of holding a minimum of three months operating expenditure.

Anna Freud holds financial reserves to ensure that we can continue to fund ongoing work in the event of any significant disruption or economic downturn. Reserves also provide working capital ensuring that during the year we can meet upfront expenditure prior to income being received.

Increasing uncertainty over government funding to in particular schools and the NHS means that there will likely be increased volatility in our income in future years. To respond to this we will be delivering plans that drive efficiency and our cost base lower and build our reserves. This will provide the assurance that we can maintain our essential services. The Trustees have reviewed the free reserves and consider the level held to be reasonable.

Investment performance

Our investment strategy is reviewed by the Board on an annual basis, with interim reviews of performance at Finance Committee meetings. The investment mandate fully considers environmental, social and governance matters. There is no direct investment in tobacco and we actively avoid investments in companies with significant exposure to alcohol, armaments, pornography, gambling and predatory lending.

The overall objective is for investment funds to achieve income and capital growth over and above inflation in the medium to long term.

As of 31 August 2024, the funds under investment were £2.9m (2023: £2.5m). Income derived from investments to 31 August 2024 was £149,212 (2023: £71,805).

The investment portfolio grew by 16% in the year to 31 August 2024 (2023: 0%) reflecting a return to more positive investment markets with the decline in the rate of inflation.

Going concern

The Board of Trustees having reviewed the financial position and financial forecasts have concluded that there are sufficient resources to continue in operational existence for the foreseeable future, being a period of a least 12 months from the date of approval of the financial statements.

Trustees are satisfied that Anna Freud continues to have a robust risk management framework including a strong system of financial controls which is sufficient and appropriate for effective management of all known strategic, operational and financial risks.

The Board therefore continues to support the going concern basis of accounting in preparing the annual accounts.

Principal risks and uncertainties

Approach to risk management

The Board of Trustees is responsible for ensuring a robust risk management framework is in place for identifying, mitigating and managing risks across all of Anna Freud's activities.

The Board is supported by its sub-committees in reviewing and monitoring risks ensuring that the risk management framework is adequate and effective.

The Board's sub-committees provide critical oversight to the Executive ensuring that the risk management approach is embedded across the organisation, integrated into our annual business planning and reporting cycle and spans all our activities.

Summary of potential risks the Board has identified

Strategic

We are in the fourth year of our Closing the Gap strategy with ongoing investment required to deliver critical new elements and ensuring that we maximise the return and impact from systems that are in use. We have implemented a comprehensive programme management framework to ensure that we have right people resource to maintain oversight on key deliverables and milestones.

Operational delivery

The growth in breadth and scale of Anna Freud's activities presents a challenge in maintaining oversight and governance, We manage this through a combination of oversight from our Board sub-committees, a robust planning and performance review process, business continuity plans, risk assessments and evaluation of scenario plans. This delivers a framework to ensure that we can respond quickly to unforeseen or adverse events.

Economic environment

The economic outlook for Anna Freud is the most challenging this decade. Uncertainty on future government funding is causing the NHS and schools across the country to review both the timing and scale of their tender for services.

The charity sector in general is always challenged by insufficient funding and increasing demand for services. However, after review the Executive and Trustees feel that the outlook for income is likely to be adverse in the coming years.

Consequently we will use our planning process in 2025 to deliver a multi-year plan that incorporates efficiency measures, a programme to ensure that we maximise all benefits from our Closing the Gap strategy and income maximisation and diversification.

The plans will be prepared by the Executive and be overseen by the Finance Committee. Regular updates will be provided to the main Board through the Finance Committee.

Cyber security threats

The threat of cyber security attacks continues to increase in both volume and sophistication. The charity sector and hospitals have all seen increased levels of threat.

Anna Freud has seen an increased level of attack and continues to invest in training for our staff that includes data security training for all new employees and volunteers with annual refresher training for all staff and volunteers.

We continue to ensure that our IT infrastructure is updated and we undertake regular security testing to ensure that our IT infrastructure and data remain secure.

Structure, governance and management

The Anna Freud Centre operating as Anna Freud is a registered charity (number 1077106). It is set up under its Memorandum and Articles of Association as a company limited by guarantee (number 03819888).

The Board of Trustees comprises the charity's Trustees who are the legal directors of the company. New Trustees are selected through open recruitment, during which we aim to ensure representation and fill skills gaps within the Board.

The Board of Trustees approves the salary for the Chief Executive Officer and our pay structure. Our pay framework is based upon defined grades. Jobs are evaluated before being placed in a grade and are sample tested against pay rates in the sector.

The Board of Trustees sets and reviews strategy, and monitors operational matters supported by sub-committees reporting to the Board.

Our Trustees have complied with the duty in section 17 of the Charities Act 2011, to have due regard to the Charity Commission's general guidance on public benefit.

Equity, Diversity and Inclusion (EDI) Sub-Committee

The committee monitors and provides guidance on the EDI agenda and the implementation of the EDI strategy. It also monitors the progress of the EDI plan, determines priorities, and provides robust scrutiny and challenge on EDI issues in our organisation.

The People and Culture Sub-Committee

The committee oversees pay and reward, performance and continuous professional development. It regularly reviews staff turnover, satisfaction, disciplinaries and grievances to make recommendations for how we can improve. It also reports on our gender pay gap and works with the EDI Sub-Committee to increase diversity, inclusion and equitable opportunities for staff.

The Development Sub-Committee

The committee supports our voluntary income streams, particularly from philanthropists, major donors and corporates. It identifies and engages prospective donors and supports engagement activities.

Digital and Technology Sub-Committee

The committee helps the Board and Executive team harness technology to grow our impact and better serve children, young people and families. It shares insights, ideas and challenges, and ensures we have mechanisms in place to manage digital and technological risks.

Finance, Audit and Risk Sub-Committee

The committee reviews the annual accounts, internal or external audits, investment and reserves policies. Its membership includes the chair and the treasurer. Matters not reserved for decision by the Board of Trustees are delegated to members of the Executive team, including the Chief Executive, Chief Operating Officer, Chief People Officer and Chief Financial Officer.

Quality Sub-Committee

The committee oversees the practice interventions delivered by Anna Freud directly to children, young people and families, through direct delivery projects (online and face-to-face), research projects, commissioned contracts for services or training activities for those who support the mental health and wellbeing of children, young people and families. It assures the Board that our practice services comply with professional and regulatory standards.

The Nominations and Succession Planning Sub-Committee

The committee is responsible for the trustee appointment process, reviews the structure and composition of the Board (including the skills, knowledge and experience) and makes recommendations for change. It ensures succession planning for key roles, that leadership needs are met, and the organisation is able to achieve its aims.

Plans for the future

Next year: 2024-2025

We will continue to work towards our mission of closing the gaps in mental health support for all children and young people. This includes our commitment to embedding equity, diversity and inclusion across our organisation. We will increase the scope of our impact, working to influence by sharing best practice using outcomes from our Education for Wellbeing programme, and developing our digitised learning offer to increase our our reach and capacity to teach.

Renewing our strategy from 2026

Our Closing the Gap strategy ends in 2026. As we move into 2025, we will review our progress and publish a revised strategy from 2026. The process will be collaborative with our Board and colleagues and will be informed by lived experience, in line with our participation strategy.

National Centre for Family Hubs

We launched the Department for Education-funded National Centre for Family Hubs (NCFH) in spring 2021, in collaboration with the Early Intervention Foundation. The NCFH supports family hubs by sharing best practice with hub providers across England. The Centre is informed by lived experience and offers support through tools, resources and training. The NCFH has been commissioned until March 2025 – until then, we will continue to disseminate evidence-based knowledge of best practice for family hubs to support families across the country.

Education for Wellbeing

We began a trial of the Department for Education-funded Education for Wellbeing programme in 2017. The programme evaluates multiple pioneering ways of supporting students' mental health to discover which universal school-based wellbeing interventions work for whom and under what circumstances.

Education for Wellbeing is England's largest research trial of school-based mental health interventions and is evaluated by our Evidence Based Practice Unit (EBPU). We will continue our research and evaluation on this project until the end of 2024, when the trial ends. The EBPU will share their findings in the first quarter of 2025.

Our digitised learning offer

We will develop our learning offer over the next year. We're aiming to shift our investment towards e-learning, self-directed learning and short courses, enabling us to package learning offers together and create new opportunities for connection and peer learning.

One way that we impact the lives of children and young people is by supporting the adults who support them, such as school staff and clinicians. Developing new delivery methods and increasing accessibility will allow us to train more professionals without reducing the quality of their learning, therefore improving the lives of the children and young people they support.

UK Trauma Council

The UK Trauma Council (UKTC) will continue its work supporting children and young people who have experienced trauma. In spring 2024 the UKTC announced a collaboration with Refuge, the UK's largest specialist domestic abuse organisation. Between 2024–2027, the UKTC and Refuge will collaborate to develop, pilot and roll out an intervention aiming to address the impact of domestic abuse on children and young people – as well as supporting their parent or carer.

Equity, diversity and inclusion (EDI)

At the halfway point for our current EDI strategy, our commitment to building a more diverse workforce is ongoing. To monitor our progress and conceive our next steps, we are developing an EDI progress report for autumn 2024.

Our data collection for the report identified several underrepresented groups, which enables us to develop positive action initiatives to address underrepresentation. The report will set measurable targets to ensure we remain accountable for addressing underrepresentation across our organisation. Being a more diverse organisation means better representing the communities we seek to serve, which better places us to understand and meet their needs.

Digital strategy and development

We are implementing a digital transformation to ensure our technology and systems support the work that we do. So far, we have:

- implemented a new customer relationship management system to improve booking processes and management of our growing training and events offering
- rebuilt and relaunched Pod, our patient outcomes monitoring tool
- developed digital capability for our Schools and Colleges Early Support Service, including a bespoke solution for referrals, triage, scheduling clinical sessions, measuring outcomes, and access to resources for students, staff, parents and carers.

Our digital transformation is ongoing, and we will continue to develop the systems we need to enhance and grow our work.

Support for schools and communities

We will continue to support children and young people in schools and colleges. Our clinical support service (SCESS) is recruiting schools for the 2024–2025 academic year, and for the first time will be operating as a paid subsidised service.

We will continue to update our Mentally Healthy Schools resource hub and targeted support toolkit. We will continue to use Schools in Mind, our network for education professionals, to share best practice and evidence-based expertise on wellbeing in education.

We will also continue to support communities in Brent, Harrow and Ealing with our child and family mental health teams, providing intervention for children and young people with moderate mental health needs. Our Ealing team has reduced waiting times in the borough from multiple years to less than six months, and over the last year, the three teams reached over 1,200 young people.

Grosvenor Hart Homes

The Hart Homes programme, launched in September 2023, aims to improve outcomes for children and young people by providing families with secure homes and access to support. The initiative began in Chester and is aiming to scale the project across the North West and in London over the next three years. Anna Freud is a mental health partner for the service – this includes signposting to external support as well as an internal offer that supports tenants to manage their needs. Our offer includes:

- staff consultation
- supervision of Chester's mental health nurse
- assessment, treatment and quality assurance of mental health partners
- training
- evaluation with Pod, our outcomes data collection tool.

London Mayor's Office for Policing and Crime partnership

We are partnering with the Mayor's Office for Policing and Crime to reduce youth violence and criminal exploitation in London. We are working with an alliance of organisations to implement a common language and way of working to make space for difficult conversations. To do this, we are:

- embedding the language of restorative practice
- delivering dynamic EDI training and support
- delivering adaptive mentalization-based integrative treatment (AMBIT) training.

The AMBIT approach focuses on creating systems of help around young people to ensure they receive joined-up support – and that teams are supported and equipped to deliver it.

Trustees and auditors

Fundraising code of practice

We value our supporters and donors and put them at the centre of all our fundraising activity. We are registered with the Fundraising Regulator self-regulatory scheme and as members, we follow the Institute of Fundraising's Codes of Fundraising Practice and comply with their key principles. Fundraising activities are not outsourced to professional fundraisers or commercial participants. We are not aware of any occasion during 2023–2024 when we have been in breach of the Fundraising Code of Practice.

Trustees' responsibilities

The Trustees (who are also directors of The Anna Freud Centre for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they should have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Section 172 Companies Act 2006

The Trustees acting in accordance with Section 172 of the Companies Act 2006 consider that they have complied with their duties with regards to promoting the Charity's success in achieving its charitable purpose to advocate and advance for public benefit of the awareness, prevention, relief and education of mental illness and/or disorder.

Trustees have overall oversight on the implementation of the strategic priorities from our Closing the Gap strategy and during the year provided rigorous challenge through Board and sub-committee meetings.

Long term consequences of decisions

The impact of decisions taken at Anna Freud are considered over the medium and long term. Strategic goals are outlined on page 11 and we share more about our plans for the future on page 22.

Interest of employees

During the year, we developed and implemented our people strategy including the establishment of our employee voice forum. Further information on how we support our people can be found on page 7 of this report.

Business relationships with suppliers, customers and others; and reputation for high standards of business conduct

Anna Freud is fully committed to ensuring that all our interactions with stakeholder groups are undertaken in a professional, ethical, fair and constructive manner.

Fundraising

The breadth and scope of fundraising activities remained fully compliant throughout the year with relevant fundraising regulations and emerging best practice.

Impact in the community and environment

Anna Freud is committed to ensuring that we carefully consider to the fullest extent possible the impact of our activities on the different communities that we serve. Further information on our sustainability and environmental impact can be found on pages 13 and 14.

Acting fairly between members

Fostering a truly inclusive culture is central to our organisational values and underpins the close working relationship between Trustees and the Senior Leadership Team.

Auditors

The auditors, HaysMac LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006. The Trustees' report, incorporating the Strategic Report, was approved by the Trustees on 29 May 2025 and signed on their behalf by:

The Hon Michael Samuel MBE
Chair of the Board of Trustees,

Independent auditor's report to the members of The Anna Freud Centre

Opinion

We have audited the financial statements of The Anna Freud Centre for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' annual report and the Welcome from the Chair and Chief Executive. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' annual report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included with the Trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair

view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extend to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, Care Quality Commission (CQC), for GDPR and safeguarding regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations tht have a direct impact on the preparation of the financial statements such as the Companies Act 2006, FRS102, the Charities Act 2011, the Charities Statement of Recommended Practice (SORP), payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- inspecting correspondence with regulators and tax authorities
- discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud
- evaluating management's controls designed to prevent and detect irregularities
- identifying and testing journals, including journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions
- challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

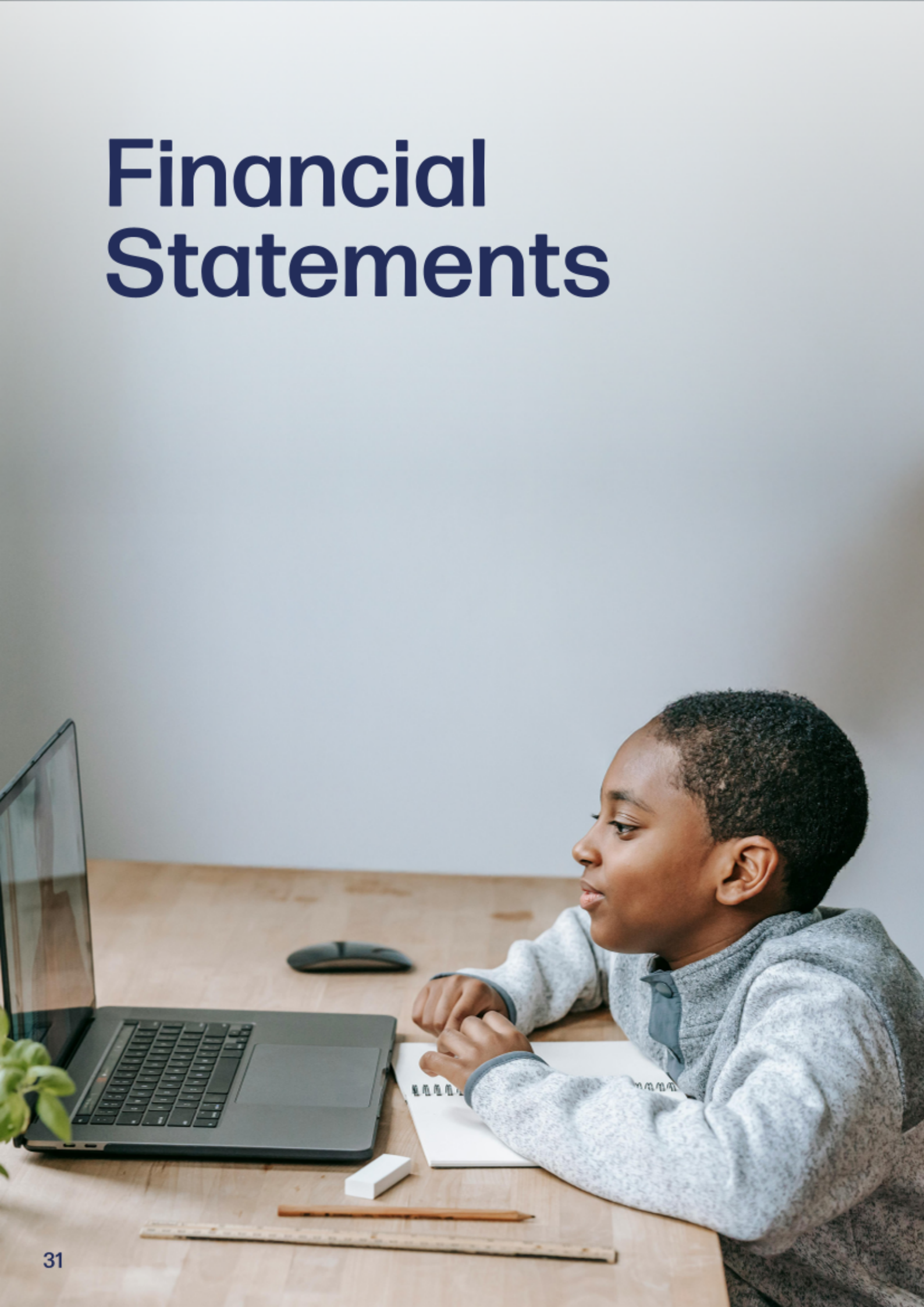
Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor

Date: 30 May 2025
10 Queen Street Place
London EC4R 1AG

Financial Statements



Statement of financial activities, incorporating an income and expenditure account

Year ended 31 August 2024
The Anna Freud Centre Charity number 1077106, company number 03819888.

	Notes	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024	Total funds 2023
Income from:		£	£	£	£
Grants, donations and legacies	2	629,618	2,941,664	3,571,282	3,801,108
Investments	3	149,212	-	149,212	71,805
Charitable activities:					
Clinical and preventative services		1,801,083	-	1,801,083	1,421,483
Education and training		11,412,141	-	11,412,141	7,363,822
Research		1,974,657	1,331,930	3,306,587	3,512,329
Conference and study events		5,819,011	49,731	5,868,742	6,267,884
Schools		2,565,289	-	2,565,289	1,634,472
		23,572,181	1,381,661	24,953,842	20,199,990
Other		559,389	-	559,389	597,394
Total income		**24,910,400**	**4,323,325**	**29,233,725**	**24,670,297**
Expenditure on		£	£	£	£
Raising funds					
Fundraising and publicity	4	538,365	-	538,365	579,746
Investment and management fees	4	19,682	-	19,682	-
Legal fees	4	-	-	-	47,662
		558,047	-	558,047	627,408
Expenditure on		£	£	£	£
Charitable activities					
Clinical and Preventative services	4	3,637,579	487,530	4,125,109	4,073,100
Applied Research	4	1,328,836	326,385	1,655,221	2,457,173
Education and Training	4	8,503,977	93,428	8,597,405	7,139,336
Research and Policy Development	4	4,052,286	1,631,427	5,683,713	5,284,142

	Notes	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024	Total funds 2023
Schools	4	4,875,625	1,193,239	6,068,864	5,114,017
User Participation, Library and Dissemination	4	1,328,421	-	1,328,421	1,041,593
		23,726,724	3,732,009	27,458,732	25,109,361
Total expenditure	**4**	**24,284,771**	**3,732,009**	**28,016,780**	**25,736,769**
Net income/(expenditure) before investment gains		625,629	591,316	1,216,945	(1,066,472)
Net investment gains		188,009	-	188,009	(36,749)
Net income / (expenditure)		813,638	591,316	1,404,954	(1,103,221)
Net movement in funds		813,638	591,316	1,404,954	(1,103,221)
Funds balance brought forward at 1 September	12	32,036,688	622,286	32,658,974	33,762,195
Funds balance carried forward at 31 August	**12**	**32,850,326**	**1,213,602**	**34,063,928**	**32,658,974**

There were no recognised gains or losses other than as disclosed in the statement of financial activities. All income and expenditure relate to continuing activities.

The accompanying notes form an integral part of these financial statements.

Full comparatives are shown in note 17.

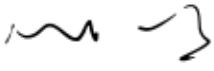
Balance sheet

Year ended 31 August 2024
Registered charity number 1077106, registered company number 03819888.

	Notes	2024		2023	
			£		£
Fixed assets					
Tangible assets	6		35,877,478		35,744,267
Investments	7		2,852,039		2,534,501
Current assets					
Debtors	8	3,931,325		4,289,187	
Cash at bank and in hand		4,251,825		5,709,224	
		8,183,150		9,998.411	
Creditors: amounts falling due within one year	9	(6,684,915)		(9,386,306)	
Net current assets			1,498,235		612,106
Creditors: amounts falling due after more than one year	10		(6,163,824)		(6,231,900)
Total assets less total liabilities			**34,063,928**		**32,658,974**
Funds	12				
General funds			6,638,094		5,032,255
Designated funds			26,212,232		27,004,433
Restricted funds			1,213,602		622,286
Total funds			**34,063,928**		**32,658,974**

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 29 May 2025 and were signed below on its behalf by:



The Hon Michael Samuel MBE
Chair of the Board of Trustees,

Daniel Peltz OBE
Treasurer

Statement of cash flow

Year ended 31 August 2024
Registered charity number 1077106, registered company number 03819888.

	2024	2023
Reconciliation of movement in funds to net cash flow	**£**	**£**
Net movement in funds	1,404,954	(1,103,221)
Depreciation charges	785,539	688,543
Income from investments	(149,212)	(71,805)
Unrealised investment (gains)/losses	(188,009)	36,749
(Increase)/decrease in debtors	357,862	(1,320,460)
Increase/(decrease) in creditors	(2,769,465)	1,862,501
Net cash flow (used in)/provided by operating activities	**(558,331)**	**(92,307)**
Cash flows from investing activities		
Investment income	149,212	71,805
Purchase of tangible fixed assets	(915,748)	(1,178,594)
Disposal of tangible fixed assets	70,866	1,202,188
Depreciation charges on disposal of tangible fixed assets	(70,866)	(1,198,386)
Purchase of investments	(149,212)	(71,805)
Disposal of investments	16,680	-
(Decrease) in cash	(899,068)	(1,174,792)
Cash flows from financing activities		
Decrease in cash and cash equivalents in the period	(1,457,399)	(1,082,486)
Cash and cash equivalents at the beginning of the period	5,709,224	6,791,710
Cash and cash equivalents at the end of the period	4,251,825	5,709,224
Analysis of cash and cash equivalents	**4,251,825**	5,709,224

Note 16 provides further detail of the movement in net debt.

Notes to the financial statements

Year ended 31 August 2024

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with 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 (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The Anna Freud Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

The Trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the charity remains a going concern for the foreseeable future.

Charity information

The Anna Freud Centre (known as Anna Freud) is a company limited by guarantee (registered number 03819888), and a public benefit entity and registered charity in England and Wales (charity number 1077106). The address of the registered office is 4-8 Rodney Street, London, N1 9JH.

b) Depreciation

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold properties - 1.33% per annum

Furnishings and equipment - 25% per annum

c) Investments

Investments are included in the balance sheet at market value. It is the charity's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising relating to previous years. As a result, the statement of financial activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio throughout the year.

d) Income

All income is recognised once the charity has entitlement to income. It is probable that income will be received and the amount of income receivable can be measured reliably. With grants and donations, once an award or pledge has been made in writing and if there are no restrictions or constraints on receiving the donation then this will be recognised in full once entitlement is established. All other incomes are recognised based

on the matching principle, and so are related to the activity, otherwise they remain repayable and so deferred. Grant income is recognised under the accruals basis in line with staff costs.

e) VAT

Where appropriate, expenditure includes irrecoverable value added tax.

f) Expenditure

Direct costs have been charged to the relevant project it has arisen for. Overheads are apportioned across the organisation based on a percentage of direct costs. Governance costs include costs incurred in meeting constitutional and statutory requirements.

g) Employee benefits

Pension costs

The organisation offers employees a 6% contribution towards their pension based on their gross salary. Employees who do not opt out of the scheme are members of a group personal pension contributory system with Royal London, administered by The Anna Freud Centre.

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

h) Fund accounting

General funds consist of amounts available to the Trustees to be applied at their discretion within the objects of the charity. Designated funds comprise unrestricted funds which have been set aside at the discretion of the Trustees for specific purposes.

Restricted funds consist of amounts subject to special trusts within the objects of the charity either imposed by the donor or by the terms of the appeal. All income and expenditure is shown in the statement of financial activities.

i) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity.

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Critical judgements and estimates

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

It has been decided to depreciate the Kings Cross Property over 75 years to reflect its useful economic life.

2. Grants and donations

Year ended 31 August 2024

	2024 £	2023 £
Unrestricted funds		
Unrestricted general	629,618	439,811
Unrestricted total	629,618	439,811
Restricted funds		
Campus Project (formerly Development Fund)		
The Clore Duffield Foundation		25,000
Clinical		
Child Psychotherapy Services		
The Anna Freud Foundation	-	3,937
The Chesser Trust	15,000	8,000
Anonymous donor	3,600	-
Sundry donors	-	4,333
Reflective Parenting: Special		
Anonymous donor	20,000	
Kailo project		
University College London	129,333	44,898
Early Years core funding		
Munthe Family	50,000	-
City Bridge Trust	27,301	-
Sundry donors	20,734	-
Campaign for Learning - Family financial resilience	-	2,892
The Chesser Trust	-	8,000
Anonymous donor	3,600	126,687
Clinical services		
IMG Trust	15,000	-
Reflective Fostering Collaboration		
KPMG Foundation	-	110,000
Segelman Trust	-	109,000
National Institute of Health Research	-	4,179
University College London	-	38,955
Barts Health NHS Trust	-	27,475
AMBIT Peer Mentoring		
The Berkeley Foundation	-	5,000

Reflective Parenting		
Anonymous donor	-	-

	2024 £	2023 £
Reflective Parenting		
John Lyon's Charity	62,796	7,204
The Rayne Foundation	25,000	-
Applied Research and Evaluation		
MeeTwo evaluation		
Mee Too Education Ltd	-	30,404
Violence Reduction Unit		
Institute for Fiscal Studies	-	34,450
BESST		
National Institute of Health Research	-	70,000
South London & Maudsley NHS Trust	10,738	
MARCH Emerging Minds UCL		
University of Exeter	891	-
Image Based Measure		
University College London	26,518	-
MSc Developmental Psychology		
Anonymous donor	50,000	-
PGS central costs		
Kings College London	16,290	-
Drinka Scholarships & Bursaries		
Barbara Throckmorton Drinka Scholarship Fund	2,350	-
Education and Training		
RE-STAR		
Kings College London	-	32,491
Scholarships		
The Chesser Trust	-	9,000
CAH Private Philanthropy	-	50,000
LifePsychology Ltd	-	20,000
Anonymous donors	-	2,661
#RESET Mental Health		
Nominet Trust	-	39,585
CEO Projects		
The UK Trauma Council		

	2024	2023
	£	£
The ORP Foundation	10,000	10,000
University College London	18,138	-
The Prudence Trust	-	120,000
National Lottery Community Fund	-	241,697
University College London collaborations		
Anonymous donor	35,000	34,000
Psychoanalytic Electronic Publishing	-	50,714
Virginia Tech Carilion School of Medicine	-	55,939
Fund for Psychoanalytic Research of the American Psychoanalytic Association	11,148	-
The Royal Australian and New Zealand College of Psychiatrists	56,201	-
Perinatal Research		
Barts Health NHS Trust	6,371	-
National Institute for Health and Care Research	4,790	-
Support for Children		
The Dahan Family Foundation	94,882	-
Pragmatic Manifesto		
The Prudence Trust	-	44,916
Barts Health NHS Trust	-	3,411
SUMMIT		
University College London	126,118	-
ChAPTRe		
BERRI Evaluation		
Innovate UK	-	8,028
Lighthouse Parenting Programme Evaluation		
Foundations, the What Works Centre for Children's Social Care	971	94,389
International Psychoanalytical Association Research		
International Psychoanalytical Association	9,158	-
ERiC Study		
Kavli Trust	154,589	173,872
Closing the Gap acceleration		
Pears Foundation	150,000	150,000
Schools		
Inclusion and specialist help in schools		
The Family School		
Anonymous donor	50,000	50,000

	2024	2023
	£	£
The Foyle Foundation	-	45,000
Alternative provision roll out		
The Foyle Foundation	-	30,000
Anonymous donor	-	30,000
Central Costs		
Porticus UK	132,794	
Clinical help in schools		
Schools outreach service		
St Giles-in-the-Fields and William Shelton Educational Charity	-	14,300
Schools and colleges early support service		
Garfield Weston Foundation	100,000	200,000
The Prudence Trust	100,000	100,000
Westminster Foundation	100,000	100,000
Mind	-	343,232
The Julia and Hans Rausing Trust	300,000	-
The Julia Rausing Trust	500,000	-
Kewan Estate	50,000	-
Knowledge dissemination in schools		
Schools in Mind		
Jo Malone London	-	170,430
Mentally Healthy Schools		
Jo Malone London	-	4,615
Goldman Sachs Gives (UK)	-	2,500
Anonymous donor	-	50,000
Paul Hamlyn Foundation	44,000	44,000
The AIM Foundation	35,000	35,000
Berry Street Foundation	21,103	21,103
Munthe Family	50,000	-
Sundry donors	100	-
MHiS Schools Training		
Ford Britain Trust	2,150	-
Autism and Wellbeing in Schools		
Anonymous donor	300,000	300,000
Restricted Total	**2,941,664**	3,361,297
Grand Total	**3,571,282**	3,801,108

3. Investment income

	2024	2023
	£	£
Income from listed investments	149,212	71,805

4. Total expenditure

Total expenditure year ended 31 August 2024

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2024
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	506,224	18,000	-	14,141	-	538,365
Investment management fees	-	-	-	19,682	-	19,682
Legal fees	-	-	-	-	-	-
	506,224	18,000	-	33,823	-	558,047
Charitable expenditure						
Clinical	2,746,107	136,145	-	98,372	1,144,485	4,125,109
Applied research and evaluation	1,049,625	2,855	-	175,457	427,284	1,655,221
Education and training	4,614,689	271,466	83,512	1,725,033	1,902,705	8,597,405
Research and policy development	2,272,853	641,396	631,992	824,978	1,312,494	5,683,713
Schools	4,031,956	161,668	100,000	304,524	1,470,716	6,068,864
User participation, library and dissemination	1,027,685	185,249	-	115,487	-	1,328,421
	15,742,915	1,398,779	815,504	3,243,851	6,257,684	27,458,733
Total expenditure	**16,249,139**	**1,416,779**	**815,504**	**3,277,674**	**6,257,684**	**28,016,780**

Total expenditure year ended 31 August 2023

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2023
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	542,206	18,600	-	18,940	-	579,746
Investment management fees	-	-	-	-	-	-
Legal fees	-	-	-	47,662	-	47,662
	542,206	**18,600**	**-**	**66,602**	**-**	**627,408**
Charitable expenditure						
Clinical	2,706,743	270,458	-	24,573	1,071,326	4,073,100
Applied Research and Evaluation	1,312,859	519,942	-	122,395	501,976	2,457,172
Education and Training	3,897,995	1,081,662	85,518	440,973	1,633,188	7,139,336
Research and Policy development	2,143,358	627,046	349,742	836,555	1,327,441	5,284,142
Schools	3,362,287	185,667	100,000	213,312	1,252,751	5,114,017
User participation, library and dissemination	762,423	88,547	-	190,624	-	1,041,594
	14,185,665	2,773,322	535,260	1,828,432	5,786,682	25,109,361
Total expenditure	**14,727,871**	**2,791,922**	**535,260**	**1,895,034**	**5,786,682**	**25,736,769**

5. Staff costs and numbers

	2024	2023
	£	£
a) Staff costs		
Wages and salaries	15,292,479	14,029,469
Social security costs	1,542,250	1,440,514
Pension costs	783,245	683,383
	17,617,974	**16,153,366**

	2024	2023
Emoluments over £60,000	No.	**No.**
£60,001 – £70,000	20	17
£70,001 – £80,000	12	8
£80,001 – £90,000	4	2
£90,001 – £100,000	1	5
£100,001 – £110,000	5	4

Staff costs include seconded staff costs amounting to £626,530 (2023: £508,646).

Staff costs also includes staff redundancy payments amounting to £62,426 (2023: £27,307).

	2024	2023
The average number of employees analysed by function was:	No.	No.
Clinical	79	90
Education and Training	173	139
Research	111	104
Conferences	23	21
Schools	95	87
Library	2	2
	483	443

Pension contributions of £156,583 were made to those receiving emoluments over £60,000 (2023: £120,545).

The total remuneration paid to key management personnel in the period was £802,211 (2023: £722,853).

b) Trustees

No Trustee received remuneration for their services during the year (2023 £nil). Reimbursed expenses were £nil (2023: £nil)

6. Tangible fixed assets

	Freehold land	Freehold properties	Furnishings & equipment	Total
	£	£	£	£
Cost				
At 1 September 2023	8,110,690	28,112,281	1,254,102	37,477,073
Additions	-	-	915,748	915,748
Disposals	-	-	(70,866)	(70,866)
Transfers	-	-	-	-
At 31 August 2024	8,110,690	28,112,281	2,098,984	38,321,955
Depreciation				
At 1 September 2023	-	1,593,029	136,774	1,729,803
Charge for the year	-	374,831	410,708	785,539
Disposals	-	-	(70,866)	(70,866)
At 31 August 2024	-	1,967,860	476,616	2,444,476
Net book value				
At 31 August 2023	8,110,690	26,519,252	1,114,325	35,744,267
At 31 August 2024	8,110,690	26,144,421	1,622,368	35,877,478

7. Investments

	2024	2023
	£	£
Market value at 1 September	2,534,501	2,499,445
Additions	149,212	71,805
Investment & management fees	(19,682)	-
(19,682)	-	(36,749)
Market value at 31 August	**2,852,039**	**2,534,501**
Historical cost at 31 August	**2,074,641**	**2,253,022**
Listed investments (market value)		
UK fixed interest	268,065	369,066
UK equity shares	91,814	491,866
Overseas equities	1,566,316	1,204,222
Property	88,425	103,808
Alternative assets	208,936	234,919
Market value of listed investments	**2,223,556**	**2,403,881**
Cash	628,483	130,620
Total	**2,852,039**	**2,534,501**

The investment managers, Cazenove Capital were appointed from November 2023, having taken over management of the portfolio from Sarasins. Cazenove Capital invest in a wide range of investments and the Trustees regularly review performance. The investment managers are remunerated by a percentage of the value of the fund and the charge for 2024 was £0 Nil (2023: £0 Nil).

8. Debtors

	2024	2023
	£	£
Trade debtors	656,454	1,962,886
Prepayments and accrued income	3,273,756	2,326,301
Other debtors	1,115	-
	3,931,325	**4,289,187**
Debtors: amounts falling due within one year		
Trade debtors	656,454	1,962,886
Prepayments and accrued income	2,916,621	2,007,643
Other debtors	1,115	-
	3,574,190	**3,970,529**
Debtors: amounts falling due after one year		
Trade debtors	-	-
Prepayments and accrued income	357,135	318,658
Other debtors	-	-
	357,135	**318,658**

9. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade and other creditors	907,088	1,166,332
Taxation and social security costs	616,244	402,102
Accruals and deferred income	5,161,583	7,817,871
	6,684,915	**9,386,305**
Analysis of accruals and deferred income		
Other deferred income at the start of the period	7,817,871	6,364,380
Amounts released to income in the year	(7,074,348)	(5,764,393)
Amounts deferred in the year	4,418,060	7,217,884
Other deferred income at the end of the period	**5,161,583**	**7,817,871**

Deferred income relates to service level agreements and short course and training income that relates to future periods.

10. Creditors: amounts falling due after more than one year

	2024	2023
	£	£
Bank loans	4,893,084	4,893,084
DfE Family School capital contribution	1,270,740	1,338,816
	6,163,824	**6,231,900**
The analysis of bank loans is as follows:		
Due in 1-2 years	4,893,084	4,893,084
	4,893,084	**4,893,084**

A loan of £4.9 million was agreed on the 27 September 2019 for a period of 5 years on a fixed rate basis of 2.87%. This is a fixed rate loan secured against the freehold land at Rodney Street N1 9JH. The loan expiry term has been extended to 31 July 2025 on a floating rate basis whilst new loan terms are being agreed.

	2024	2023
	£	£
The analysis of the DfE contribution is as follows:		
Income		
Recognised in 1-2 years	68,075	68,075
Recognised in 3-5 years	204,226	204,226
Recognised beyond 5 years	998,439	1,066,515
	1,270,740	**1,338,816**

DfE have contributed £1,701,885 to the construction of the Family School which was received in full in December 2019 and is recognised over the course of the 25-year lease which commenced in May 2019.

11. Operating lease commitments

	2024	2023
	£	£
Operating leases	46,807	9,675
	46,807	**9,675**
Due in less than 1 year	-	9,675
Due in 1-2 years	-	-
Due in 3-5 years	46,807	-
Due beyond 5 years	-	-
	46,807	**9,675**

12. Statement of funds

	1 September 2023	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2024
	£	£	£	£	£	£
General funds	5,032,255	24,910,400	(23,492,570)	188,009	-	6,638,094
Designated funds						
Fixed asset fund	26,305,995	-	(690,442)	-	-	25,615,553
EBPU	292,616	-	(84,106)	-	-	208,510
CORC	405,822	-	(17,653)	-	(67,551)	388,170
Total designated funds	27,004,433	-	(792,201)	-	(67,551)	26,212,232
Restricted funds						
Clinical projects	205,723	372,365	(487,530)	-	-	90,558
Applied Research	25,184	345,254	(326,385)	-	-	44,053
Education and Training	52,802	68,641	(93,428)	-	-	28,015
Research and Policy Development	177,819	1,751,918	(1,631,427)	-	-	298,310
Schools	160,758	1,785,147	(1,193,239)	-	-	752,666
Total restricted funds	622,286	4,323,325	(3,732,009)	-	-	1,213,602
Total funds	**32,658,974**	**29,233,725**	**(28,016,780)**	**188,009**	**(67,551)**	**34,063,928**

Details of designated funds

Fixed asset fund

Fixed asset fund matches reserves with fixed assets held and used directly for charity purposes.

EBPU - Evidence Based Practice Unit

Service development and evaluation has been growing for the last few years and to enable further growth funds are being designated by self-generated surpluses and used to innovate in Applied Research & Evaluation.

CORC – The Child Outcomes Research Consortium

CORC collects and uses evidence to enable more effective child-centred support, services and systems to improve children and young people's mental health and wellbeing. As a result of the merger of CORC into the Anna Freud Centre in September 2021 there were reserves transferred which are being held to continue to invest in this work.

Details of restricted funds

Clinical projects

Include Reflective Fostering, Reflective Parenting, Kailo and Early Years.

Applied Research projects

Include Violence Reduction Unit and Nested Evaluation projects.

Education and Training

Includes funds for Scholarship awards and Choosing Treatments projects.

Research and Policy Development

Includes funding for the UK Trauma Council, Bereavement Evaluation, Supporting Parents and ERiC Study.

Schools

Includes Autism and Wellbeing in Schools, Schools Outreach Service, Mentally Healthy Schools Website and Alternative Provision schooling models such as the Family School roll out and dissemination.

Statement of funds (2023 comparative)

	1 September 2022	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2023
£	£	£	£	£	£	£
General funds	5,355,398	20,179,244	(20,465,638)	(36,749)	-	5,032,255
Designated funds						
Fixed asset fund	26,993,564	-	(687,569)	-	-	26,305,995
EBPU	373,748	-	(81,133)	-	-	292,616
CORC	405,822	-	-	-	-	405,822
Total designated funds	**27,773,134**	**-**	**(768,702)**	**-**	**-**	**27,004,433**
Restricted funds						
Clinical projects	138,953	542,755	(475,985)	-	-	205,723
Applied Research	144,992	475,531	(595,339)	-	-	25,184
Education and Training	46,975	153,738	(147,911)	-	-	52,802
Research and Policy Development	233,402	1,755,079	(1,810,662)	-	-	177,819
Schools	69,341	1,538,950	(1,447,533)	-	-	160,758
Central Support Services	-	25,000	(25,000)	-	-	-
Total restricted funds	**633,663**	**4,491,053**	**(4,502,430)**	**-**	**-**	**622,286**
Total funds	**33,762,195**	**24,670,297**	**(25,736,769)**	**(36,749)**	**-**	**32,658,974**

13. Related parties and related party transactions

Trustees and related parties made donations totalling £116,453 in the year to the Anna Freud Centre (2023: £67,210).

14. Pension commitments

The organisation makes contributions to personal pension schemes on behalf of some of its employees. Contributions in the year totalled £783,245 (2023: £683,383). Amounts owing to the scheme at 31 August 2024 were £108,711 (2023: £94,322).

15. Analysis of net assets between funds

Fund balances at 31 August 2024 are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	10,261,926	25,615,552	-	35,877,478
Investments	2,852,039	-	-	2,852,039
Long term creditors	(6,163,824)	-	-	(6,163,824)
Net current assets	(312,047)	596,680	1,213,602	1,498,235
	6,638,094	**26,212,232**	**1,213,602**	**34,063,928**

Fund balances at 31 August 2023 comparative are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	9,438,272	26,305,995	-	35,744,267
Investments	2,534,501	-	-	2,534,501
Long term creditors	(6,231,900)	-	-	(6,231,900)
Net current assets	(708,618)	698,438	622,286	612,106
	5,032,255	**27,004,433**	**622,286**	**32,658,974**

16. Analysis of changes in debt

	At 1 September 2023	Cash flows	Other non-cash changes	At 31 August 2024
	£	£	£	£
Cash and cash equivalents				
Cash	5,709,224	(1,457,399)	-	4,251,825
Overdrafts	-	-	-	-
Cash equivalents	-	-	-	-
	5,709,224	**(1,457,399)**	**-**	**4,251,825**
Borrowings				
Debt due within one year	-	-	-	-
Debt due after one year	(4,893,084)	-	-	(4,893,084)
	(4,893,084)	**-**	**-**	**(4,893,084)**
Total	**816,140**	**(1,457,399)**	**-**	**(641,258)**

17. Comparative statement of financial activities (2022) year ended 31 August 2022

	Notes	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
		£	£	£
Grants, donations and legacies	2	439,811	3,361,297	3,801,108
Investments	3	439,811	3,361,297	3,801,108
Charitable activities				
Clinical and preventative services		1,400,518	20,965	1,421,483
Education and training		7,363,822	-	7,363,822
Research		2,464,736	1,047,593	3,512,329
Conference and study events		6,206,686	61,198	6,267,884
Schools		1,634,472	-	1,634,472
		19,070,234	**1,129,756**	**20,199,990**
Other		597,394	-	597,394
Gains on acquisition of business	3a	-	-	-
Total income		**20,179,244**	**4,491,053**	**24,670,297**
Expenditure on:				
Raising funds				
Fundraising and publicity	4	579,746	-	579,746
Investment and management fees		-	-	-
Legal fees		47,662	-	47,662
		627,408		**627,408**

	Notes	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
Charitable activities				
Clinical and preventative services		3,597,115	475,985	4,073,100
Applied research		1,861,834	595,339	2,457,173
Education and training		6,991,425	147,911	7,139,336
Research and policy development		3,473,480	1,810,662	5,284,142
Schools		3,666,484	1,447,533	5,114,017
User participation, library and dissemination		1,016,593	25,000	1,041,593
		20,606,931	4,502,430	25,109,361
Total expenditure	**4**	**21,234,339**	**4,502,430**	**25,736,769**
Net income/ (expenditure) before investment gains		(1,055,095)	(11,377)	(1,066,472)
Net investment losses		(36,749)	-	(36,749)
Net income / (expenditure)		(1,091,844)	(11,377)	(1,103,221)
Net movement in funds		(1,091,844)	(11,377)	(1,103,221)
Funds balance brought forward at 1 September	**12**	**33,128,532**	**633,663**	**33,762,195**
Funds balance carried forward at 31 August	**12**	**32,036,688**	**622,286**	**32,658,974**

References

[1] de Souza, R. (2023). Children's Mental Health Services 2021-22. Children's Commissioner. https://assets.childrenscommissioner.gov.uk/wpuploads/2023/03/Childrens-Mental-Health-Services-2021-2022-2.pdf

[2] NHS England. (2024, March 14). Mental Health Services Monthly Statistics, Performance January 2024. https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-services-monthly-statistics/performance-january-2024

[3]Anna Freud. (n.d.). UK Trauma Council. https://www.annafreud.org/get-involved/networks/uk-trauma-council/

[4] United Kingdom Committee for UNICEF. (n.d.). A summary of the UN convention on the rights of the child. https://www.unicef.org.uk/wp-content/uploads/2019/10/UNCRC_summary-1_1.pdfhttps://www.unicef.org.uk/wp-content/uploads/2019/10/UNCRC_summary-1_1.pdf

Annafreud.org
@AFNCCF
info@annafreud.org

Anna Freud
building the mental wellbeing of the next generation

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THE ANNA FREUD CENTRE

England & Wales - Charity number 1077106

Accounts

Trustees annual report and financial statements for the year ended 31 August 2023

Anna Freud
building the mental wellbeing of the next generation

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The Anna Freud Centre, operating as Anna Freud, is a registered charity, number 1077106, and a company limited by guarantee, company number 03819888.

Board of Trustees
Ms Catherine Bedford
Ms Tori Cadogan (appointed 09.03.23)
Ms Sally Cairns (resigned 12.09.22)
Ms Antonia Cowdry (appointed 19.09.23)
Mr Andrew Evans (appointed 09.03.23)
Ms Anne-Marie Huby (appointed 09.03.23)
Ms Pamela Hutchinson OBE
Ms Namrata Kamdar (appointed 09.03.23)
Professor Linda Mayes MD
Mr Peter Oppenheimer
Mr Daniel Peltz OBE (Treasurer)
Professor Stephen Pilling
The Hon Michael Samuel MBE (Chair)
Mr Dominic Shorthouse (Deputy Chair)
Dr Sarah Wood OBE

Auditors
Haysmacintyre LLP
10 Queen Street Place
London, EC4R 1AG

Bankers
Barclays
Level 12, 1 Churchill Place
London, E14 5HP

Investment managers
Sarasin Asset Management Limited
Juxon House, 100 St Paul's Churchyard
London, EC4M 8BU

Patron
Her Royal Highness
The Princess of Wales

Key management personnel

Chief Executive
Professor Peter Fonagy
OBE FMedSci, FBA, FBPSA, PhD, DipPsy

Chief Operating Officer
Ros Bidmead

Chief People Officer
Marjorie James FCIPD

Chief Financial Officer and Company Secretary
Christine Kanu FCCA

Strategic Consultant
Jonathan Robinson

Clinical Director (Resigned 02.05.23)
Andrea King

Applied Research and Evaluation Director
Professor Jessica Deighton

Schools Director
Jaime Smith, MBE

Education and Training Co-Director and Clinical Co-Director (from 24.04.23)
Professor Eamon McCrory

Education and Training Co-Director and Clinical Co-Director (from 24.04.23)
Claire Evans

Medical Director
Dr Dickon Bevington, MA MBBS MRCPsych PGCert FRSA

For key management remuneration, please see page 53.

Registered address
4-8 Rodney Street
London, N1 9JH
020 7794 2313
www.annafreud.org
info@annafreud.org

Welcome

A message from Professor Peter Fonagy OBE, Chief Executive and The Hon Michael Samuel MBE, Chair of the Board of Trustees.

Over the past year we've continued our work to **close the gap** in mental wellbeing for children, young people and their families.

This five-year strategy is our response to the UK's mental health divide: one in ten young people need mental health support, but only 1 in 50 receive it. Those from marginalised groups are disproportionately affected – societal inequities, economic insecurity and systemic biases create barriers to maintaining good mental health and accessing support for mental ill-health.

To realise our vision of mental wellbeing for all children and young people, we need to make these seldom heard **voices heard**.

That's why our strategy covers not just the work we do, but the way we do it. By changing ourselves, improving the way we work and striving to represent the diversity of our society, we create the enabling conditions to deliver our mission: to close gaps in science, implementation, and access to knowledge.

And we're making good progress on those enabling conditions. Our equity, diversity and inclusion (EDI) strategy launched in September 2022. This strategy embeds representation, belonging, wellbeing and continuous learning into our culture so we can work better together. And the better we work together, united by the drive to build the mental wellbeing of this and the next generation, the better we serve those we seek to support.

This is a transformative phase of the Anna Freud story. We remain true to our pioneering spirit, curiosity and compassion, while acknowledging that to deepen our impact, we need to evolve.

And one of the ways we're evolving is the way we present ourselves. Our new branding launched this year, marking a visual distinction between where we've come from and where we're going. Our new logo is constructed from block shapes, echoing our core belief that mental wellbeing is built – through the right support, available at the right time, designed with children's, young people's and families' input.

By growing our communications function and modernising our digital platforms, we'll expand our reach, connect with new audiences and share our knowledge with everyone who impacts the lives of children and young people.

Our push towards greater public awareness of our work comes at a pivotal moment. The 2024 general election presents an opportunity to influence policy and place children and young people's mental wellbeing on the national agenda. And as we head into an election year, we're launching our own manifesto.

This manifesto will be our public promise to deepen the science, intervene sooner, and change the system, to support better mental health for all children and young people. It's a declaration of the change we want to see in the world, and a commitment to make it happen.

Our goals are ambitious yet achievable. And it's the support and generosity of our donors and partners that will power us through the next phase of our story. Working together, we will **close the gap** in mental wellbeing for children, young people and families.

Objectives and activities

Anna Freud is a mental health charity and we've been supporting children and young people for over 70 years.

We listen to and learn from their diverse voices, and integrate this with learnings from our science and practice to develop and deliver mental health care. This holistic approach has world-changing potential – our training, schools support, networks, partnerships and resources equip those who impact children and young people's lives with the knowledge and skills to support their mental health.

Combining a breadth of experience in research, teaching, clinical practice and policymaking, our work seeks to understand current challenges, unlock evidence-based solutions and unite people in action.

Our vision

Our vision is a world where all children and young people can reach their full potential; a world where the right support is available, at the right time, designed with input from those it seeks to benefit.

Our mission

Our mission is to close the gap in mental health and wellbeing by advancing, translating and sharing the best practice with those who impact the lives of children, young people and families.

Our principles

We listen to and amplify the voices of children and young people. We collaborate with those involved with their care, recognising that they know children best and know what works. We work with families and communities to change lives, and partner with public bodies, trusts and other stakeholders to change the system.

Our values

Equity

Strive for fairness and address the inequalities that exist in our society today; recognise that not everyone starts in the same place.

Inclusivity

Keep children, young people and families at the heart of all we do, listening to and learning from them and those who support them.

Compassion

Empathise with others and honour the trust we are given.

Courage

Experiment and accept that getting things wrong is part of learning.

Collaboration

Work in partnership with others, learning from them and sharing our own knowledge and experience.

Creativity

Be imaginative in the way that we build understanding, strengthen relationships and develop our skills.

Integrity

Act with honesty, guided by evidence while keeping in mind what science cannot tell us.

Our strategy and goals

Our Closing the Gap strategy outlines how we will fulfil our vision for all children and young people to reach their potential and is aligned with our charitable objects. By closing the gaps in science, access to knowledge and implementation, we will empower parents, carers and professionals to support mental wellbeing for this and the next generation.

This strategy runs from 2022-2026 and has six strategic goals. An additional seventh goal focuses on our organisation, addressing how to change the system, we first need to change ourselves.

Invent

We will use the existing and emerging evidence base to explore new methods of prevention and therapy and new models of support for children, young people, families and professionals.

Connect

We will foster relationships between communities and professionals to support them to share lived experience and knowledge, provide peer-to-peer support and to sustain impact.

Evidence

We will advance the understanding of mental health and wellbeing in children and young people, identifying risks and protective factors and evaluating what works for whom, why and in which contexts.

Influence

We will improve professional practice through the dissemination of evidence-informed guidance, and we will influence service transformation as well as national and local policy.

Teach

We will train parents, carers and all those engaged in the care of children and young people. We will develop and nurture the next generation of mental health practitioners and researchers.

Implement

We will create a pipeline from development, to evidence, to wide-scale implementation, supporting service providers and commissioners to improve prevention and early intervention and to deliver services within system partnerships.

Changing ourselves

By transforming the way we work, we are better able to deliver our strategy. This includes a digital transformation, to enable us to deliver large-scale interventions. It also includes our commitment to equity, diversity and inclusion (EDI) to shape us into an organisation enriched by diversity and better placed to meet the needs of those we aim to serve.

Supporting our people

We believe that people do their best work when they feel valued, respected, and happy. As such, we know that our ability to deliver on our strategy is dependent on the wellbeing of our staff. We are developing policies in several areas to ensure that our staff remain a priority and are supported.

Wellbeing

We are committed to promoting wellbeing in our workplace. All staff can dedicate one Wednesday afternoon a month to a wellbeing activity of their choice, and finish at 3pm every Friday. We are also continuing to offer an employee assistance programme, provided by a third party to ensure confidentiality.

Ways of working

We recognise that our staff have lives outside of work and we are developing both our flexible and remote working policies. This will allow staff to work outside of standard hours, such as by working compressed hours or part time, alongside supporting hybrid working.

We are also continuing to offer fully remote working during summer to support those with caring responsibilities. We feel that wider flexibility in working hours and location will enable our staff to maintain a healthy work-life balance, improving wellbeing and job satisfaction.

We are developing our internal systems to streamline work processes and increase ease of access to information. This will increase job satisfaction, in turn improving the wellbeing of our staff.

We will provide clearer career pathways and encourage discussions of career progression between employees and managers.

Inclusion at Anna Freud

We want everyone at Anna Freud to feel respected, valued and welcomed. To ensure that we continue to prioritise equity, diversity, and inclusion, we will launch an EDI Acceleration Group to monitor our ongoing progress in implementing our EDI strategy.

We will regularly review and evaluate our policies to ensure an inclusive and safe environment.

We are developing a People and Culture Strategy to recognise our commitment to staff wellbeing. Having a strategy in place will ensure that we remain accountable for making progress and continue to prioritise the support of our staff.

We have committed to improving disability representation and plan to introduce positive action statements to our recruitment adverts.

We have an active staff Disability and Accessibility Network and a Neurodiversity and Mental Health Network with regular events and training organised during the year.

We actively seek to support staff who have long periods of sickness absence to return to work on a phased approach, implementing reasonable adjustments where possible.

Strategic Report

Achievements and performance

We have made significant progress on the objective we set in 2022. We are committed to our Closing the Gap strategy and to deepening the science of our work, prioritising early intervention, and working to change the system. More detail on work and the last year's achievements can be found our our website.

Deepening the science

At Anna Freud, we seek to understand the root causes of mental ill health. By identifying these, we can understand why children and young people develop mental health problems and begin to explore potential solutions, using evidence to identify what works best for who.

UK Trauma Council

Trauma can have a profound impact on children and young people's mental health, relationships and development. One in three experience a potentially traumatic event by the time they are 18. The UK Trauma Council (UKTC), a project of Anna Freud, brings together expertise in research, practice, policy and lived experience, producing evidence-based resources and training to equip professionals and carers to support children and young people.

In August 2023, UKTC published a special edition of Research Round Up: Developmental Trauma: The State of Evidence since DSM-5. This issue reviewed the last decade of research into Developmental Trauma Disorder (DTD). It included seven studies and one literature review, examining over 37,000 participants' experiences against the framework of DTD. Though DTD was not included in the fifth edition of the Diagnostic and Statistical Manual of Mental Disorders (DSM-5) in 2013, developmental trauma remains a commonly used theory for understanding traumatic reactions in children and young people.

This Research Round Up indicated DTD was a promising diagnostic category, and could be linked to childhood maltreatment. Moreover, it indicated that DTD was a meaningfully distinct diagnosis to related illnesses like post-traumatic stress disorder (PTSD). This publication is testament to Anna Freud and UKTC's ongoing commitment to closing gaps in science and keeping pace with the latest developments in our field.

UKTC also continued to make our research as accessible as possible to those in need. In December 2022, we published a series of four free animations and training resources about PTSD in collaboration with UCL and the National Institute for Health and Care Research. They were co-produced with young people, for young people, placing their perspectives and needs at the heart of our work.

Using accessible language and engaging visuals, the animations break down what PTSD feels like and give young people advice on how to cope with distressing memories. They also share the science around best treatments and address young people's worries about getting support. The training videos demonstrate how to provide treatment to children and young people through cognitive behavioural therapy (CBT), the best-evidenced intervention for young people with PTSD.

Since publication, the videos have accrued over 100,000 views on YouTube, helping both young people and those caring for them gain vital knowledge about tackling trauma.

HeadStart

HeadStart explored new ways to prevent serious mental illness and improve the mental health and wellbeing of young people aged 10-16. The programme involved monitoring and analysing the effectiveness of mental wellbeing initiatives in six partner areas over a seven-year period: Blackpool, Cornwall, Hull, Kent, Newham and Wolverhampton. Collecting data over seven years allowed for large-scale, longitudinal research that created a large amount of data. This enabled us to capture the context, experiences and impact of HeadStart as fully as possible.

Across this period, HeadStart reached:

In May 2023, we published the final evaluation of the programme, giving key insights into its impacts and findings. Our research focuses were threefold: the level and type of existing mental health need in HeadStart areas, what approaches HeadStart areas delivered and to whom, and whether HeadStart had a positive impact on children and young people's mental health and wellbeing.

The findings showed:

- which kinds of support parents, carers and school staff value
- importance of trusted relationships in helping young people manage their mental health
- the level of young people's engagement with support makes a huge difference to an intervention's effectiveness.

HeadStart has embodied our aim of closing gaps in science and deepening our understanding of mental health. It has provided invaluable insight into what works, what doesn't, and where further research is needed. It has also informed our own research process, demonstrating the value of taking varied approaches when evaluating complex programmes. This includes placing an emphasis on young people's, parents' and carers' lived experiences when gathering data.

"Building resilience is not about one source of support or one intervention, it's about a multi-layered approach. Think about it like building with layers of Swiss cheese. There will be gaps at each layer, and if you're relying on just one of those layers there's a greater chance of falling through the gap. But the more layers you build with, the more gaps are closed" – Professor Jess Deighton, Director of Applied Research and Evaluation at Anna Freud, Head of UCL's Evidence Based Practice Unit and Lead on HeadStart, May 2023.

#BeeWell

The #BeeWell survey has remained central in our strategy of placing children and young people's lived experience at the heart of our work and research. A collaboration between the University of Manchester, The Gregson Family Foundation and Anna Freud, #BeeWell tracks what impacts young people's wellbeing, and what can be done to help.

#BeeWell was co-designed by a team of experts and over 150 young people from 15 pathfinder schools across Greater Manchester. This ensures the survey's findings reflect young people's priorities and experiences.

The second annual survey was delivered in autumn 2022, giving us comparative data to measure wellbeing changes over time. The survey was also adapted and delivered by partners in three further locations: the London Borough of Havering, Milton Keynes and North Devon. Further expansion is on the horizon, with Hampshire, Isle of Wight, Portsmouth and Southampton (HIPS) signed up to take part from September 2023.

- Key stats and findings from Manchester's #BeeWell survey in Autumn 2022:

Identity:

- Cisgender males reported higher life satisfaction than cisgender females.
- Heterosexual young people reported higher life satisfaction than their gay, lesbian, bisexual and pansexual peers.
- Trans and gender diverse young people reported lower life satisfaction than their cis peers.

Environment

- Young people reported they don't sleep enough, rising with age from 36% in Year 8 to 46% by Year 10.
- Fewer young people feel they have good places to spend free time, dropping from 75.5% in 2021 to 67.6% in 2022.

7 research papers were generated by the University of Manchester based on the results of the 2021 and 2022 surveys, and further research is ongoing.

35,000 young people across 152 secondary schools took part.

The data gathered from #BeeWell provides vital insight into the mental health and wellbeing of young people, with co-design principles ensuring this is integral to the survey process. More broadly, #BeeWell's continued growth and success provides a platform for future learning, placing public participation at the heart of our research for years to come.

Intervening sooner

Early intervention decreases the chance of a mental health problem becoming more severe. We aim to provide support for children and young people early on, rather than waiting until they reach a crisis point.

Mentally Healthy Schools

Half of all mental health problems arise by age 14, but the factors that increase the risk of a child developing a mental health problem can be identified even earlier. Mentally Healthy Schools equips parents, carers and school staff with resources to support children and young people's mental wellbeing, so pupils' mental health needs can be identified and addressed sooner.

Mentally Healthy Schools is a website hosting guidance for schools and higher education settings. It's a hub of evidence-based information, advice and practical resources, developed in collaboration with other sector-leading organisations including Young Minds, Place2Be and The Royal Foundation.

It includes detailed information on mental health conditions that often affect children and young people, as well as risk factors that may contribute to poor mental health. Everything we produce is accessible, providing those responsible for children and young people's wellbeing with the knowledge to encourage it.

Mentally Healthy Schools is part of our strategy to intervene sooner and build around wellbeing and preventing harm. Our practical resources, like lesson and assembly plans, give structures to support children and young people. It also provides guidance on implementing a whole-school or college approach to mental health, alongside detailed toolkits for navigating different challenges and contexts. In 2022-2023, we published:

- the Classroom Wellbeing Toolkit with the Early Intervention Foundation, helping secondary school staff implement everyday practices to improve mental health and wellbeing
- the Dealing with Change and Transitions toolkit, helping teachers provide support for students dealing with change and transitions at the end of the academic year
- Addressing Emotionally-Based School Avoidance (EBSA), a resource for school leaders, senior mental health leads and classroom teachers to understand the factors that contribute to EBSA
- Mental Health Awareness Week 2023 toolkits, providing resources to primary and secondary schools and further education settings to tackle anxiety amongst pupils and staff.

Schools and Colleges Early Support Service

Anna Freud's Schools and Colleges Early Support Service (SCESS) was developed in response to rising levels of mental ill health following the COVID-19 pandemic. It offers free and online mental health support for students, as well as providing staff, parents and carers with wellbeing support. The service allows schools and colleges to refer students for one-on-one online support sessions.

SCESS aims to support those experiencing mild-to-moderate low mood or anxiety, with the aim of reducing the escalation of mental ill health. Alongside existing provision, the SCESS programme aims to provide young people with the right support at the right time in a responsive and flexible way.

Since 2022, the programme has received 885 referrals and reached 488 young people across more than 150 schools and colleges.

National Centre for Family Hubs

The National Centre for Family Hubs (NCFH) is an Anna Freud-led initiative funded by the Department for Education (DfE). Through the Family Hubs and Start for Life programme, its goal is to ensure all babies, children and families have the support they need through their development, from conception to the age of 19 (or 25 for young people with special educational needs and disabilities).

The hubs act as families' single-access point to key services, providing a foundation for wellbeing throughout childhood. The NCFH brings together evidence-based expertise and experience to help local authorities set up and run family hubs for their communities. Family hubs help us deliver on our aim to intervene earlier, as the holistic support they provide can improve children and young people's mental health outcomes and prevent issues before they arise.

This year has presented major economic challenges. In response to this, NCFH hosted a webinar about the cost of living for Early Years in Mind, enabling practitioners to support families and communities through this difficult period.

NCFH have continued to expand family hubs through 2022 and 2023, building on the initial £300 million investment distributed to 75 areas in England. In February 2023, DfE confirmed five additional areas would receive investment, enabling a further 12 local authorities to open family hubs by March 2024. Fourteen local authorities have received extra funding to become 'trailblazers', supporting other areas to roll out services and improve them quickly.

The NCFH has continued to be a vital source of information for family hubs, producing case studies and toolkits to establish best practice for hub operation. This ensures every family hub has reserves of practical knowledge to draw on to proactively support the wellbeing of families, children and young people.

> "We all agree that universal education and universal healthcare are the right of every citizen. Surely, however, the best start for life is the most fundamental right of all. It is in the period from conception to the age of two that the building blocks for good lifelong physical and emotional health are laid down."
>
> **Dame Andrea Leadsom, February 2023.**

Changing the system

Our view is that prevention and early intervention are essential in reducing the number of children and young people reaching a crisis point. By doing this, alongside learning from research and lived experience, we can change the system – and contribute to a world where children and young people can reach their potential.

National Autism Trainer Programme

The National Autism Trainer Programme (NATP) was commissioned by NHS England following a pilot in 2022. The programme is a partnership between Anna Freud and AT-Autism, that aims to improve the care provided to autistic people by enhancing staff members' understanding of their needs. We aim to deliver the programme to 4,800 trainers over three years, enabling them to embed our approach and train staff in their own settings.

NATP focuses on training those working in:

- inpatient mental health hospitals for adults, children and young people
- all age community mental health settings, including child and adolescent mental health services (CAMHS)
- residential special needs schools and colleges
- health and justice settings

NATP has been co-designed, co-produced and co-delivered with autistic people to promote an experience-sensitive, and trauma-informed approach. Autistic content developers worked on training videos and animations and Experts by Experience supported with delivering sessions, seminars and training.

Over the past year, NATP has:

- established a community of practice to share best practice
- run five shared learning experience seminars
- launched a monthly newsletter
- run three recorded information sessions.

By connecting trainers through the community, we can provide ongoing support and assurance to those who have received training. This ensures they can continue to put the principles they have learned with NATP into practice, fostering systemic change to make public services accessible to autistic and neurodivergent people.

Sustainability

Streamlined Energy and Carbon Reporting

This report summarises energy usage, emissions, efficiency actions and performance for Anna Freud under the Streamlined Energy and Carbon Reporting regulations, which require an annual report on greenhouse gas emissions from scope one and two: electricity, gas and transport.

Our report has been prepared in line with the March 2019 Department for Business, Energy and Industrial Strategy guidance: 'Environmental Reporting Guidelines: including Streamlined Energy and Carbon Reporting'.

We have included measured emissions from activities which Anna Freud has financial control over as required under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, unless otherwise stated in the exclusions statement. Throughout the year, a staff-led Green Group has raised awareness of sustainability initiatives at Anna Freud with regular information shared in our staff newsletter.

Consumption (kWh) and greenhouse gas emission (tCO2e) total

This is our second year of reporting on the consumption and associated emissions for our operations. Scope one consumption and emissions relate to direct greenhouse gas emissions that occur from sources controlled or owned by Anna Freud (e.g., fuel combustion in boilers, furnaces, vehicles). Scope two consumption and emissions relate to indirect greenhouse gas emissions associated with the purchase of electricity, steam, heat and cooling (gas and electricity use in buildings). Scope three consumption and emissions relates to sources not within scope one and two, including business travel (vehicle, air and rail) and disposal and treatment of waste generated in operations.

Totals

The total consumption (kWh) figures for energy supplies reportable by the Anna Freud Centre are:

Utility and scope	2022 consumption (kWh)	2022 consumption (kWh)
Gaseous and other fuels (Scope one)	450,535	439,797
Grid-supplied electricity (Scope two)	173,974	172,859
Transportation (Scope three)	39,530	34,320
Total	664,039	646,976

The total emission (tCO2e) figures for reportable energy supplies are:

Utility and scope	2023 consumption (tCO2e)	2022 consumption (tCO2e)
Gaseous and other fuels (Scope one)	82.52	80.55
Grid-supplied electricity (Scope two)	36.94	36.70
Transportation (Scope three)	1.10	0.95
Total	120.56	118.20

An intensity metric of tCO2e per FTE has been applied for our annual total emissions. The results of this analysis is:

Intensity metric	2023 intensity metric	2022 intensity metric
tCO2e / FTE	0.42	0.47

The methodology and conversion factors of these calculations are detailed in the appendix.

Energy efficiency improvements

We have implemented a carbon reduction plan and are setting out our strategy over the next few years for ongoing energy efficiencies.

Measures ongoing and undertaken through 2023

During the year, Anna Freud participated in the London Mayor's Business Climate Challenge (BCC). An energy audit was undertaken with recommendations which are being reviewed and implemented where appropriate and operationally sustainable. An upgrade was rolled out to our building management system software which has improved control in setpoint temperatures to air handling units in line with usage patterns. We have continued with our sustainability policy implemented in August 2022, which drives efforts to minimize energy, waste and emissions where practically possible.

Appendix

Scope one, two and three consumption and CO2e emissions data has been calculated in line with the 2019 UK Government environmental reporting guidance. Emissions Factor Database 2021 has been used, utilising the published kWh gross calorific value (CV) and KGCO2e emissions factors relevant for the reporting period 01 September 2022 to 31 August 2023. In the prior year to 31 August 2022, estimates were undertaken to cover missing billing periods which equated to 9% of reported consumption and relates to scope two emissions.

Intensity metrics have been calculated using total tCO2e figures and the selected performance indicator for the relevant reporting period: Full time equivalents (FTE) 288 (2022: 250).

Financial review

Financial Position of the Charity

The financial statements for the year to 31 August 2023 are shown on page 38 onwards. During the year, we planned to make a deficit by using the surplus generated in the prior year to continue scaling capacity to deliver on the ambitions from our Closing the Gap strategy (2022 – 2026). We secured significant commissions for training activities which contributed to the growth in our overall income for the year of £24.6 million. We continue to consider through rigorous review of forecasts how a changing landscape will impact opportunities to sustainably grow our income.

Income

Our income for the year was £24.6 million (2022: £21.9 million) representing a planned increase of 12% predominantly in fee and commissioned income generated from charitable activities:

- Clinical and Preventative services £1.4 million (2022: £0.9 million
- Education and Training £7.3 million (2022: £4.9 million)
- Research £3.5million (2022: £2.5 million)
- Conference and Study Events £6.2 million (2022: £6.2 million
- Schools £1.6 million (2022: £1.7 million)

Expenditure

Our expenditure for the year was £25.7 million (2022: £19.9 million) of which charitable expenditure was £25.1 million (2022: £19.4 million), an overall planned increase of circa 30% across all areas of our activities to progress delivery on priorities set out in our Closing the Gap strategy (2022 – 2026).

- Clinical and Preventative services £4 million (2022: £3.4 million)
- Applied Research £2.4 million (2022: £1.7 million)
- Education and Training £7.1 million (2022: £4.1 million)
- Schools £5.1 million (2022: £3.6 million)
- User Participation and Dissemination £1 million (2022: £0.6 million)
- Research and Policy Development £5.2 million (2022: £5.6 million)

Reserves

Total funds held at 31 August 2023 were £32.6 million (2022: £33.7 million) of which £27.6 million were primarily designated for the Fixed Asset Fund (2022: £27.9 million) and £4.4 million (2022: £5.2 million) were free and unrestricted.

This planned reduction in free reserves of £0.8 million brings us below our reserves policy target of holding a minimum of three months operating expenditure i.e. £6.2 million as free reserves. Our plan in the year ahead is to build reserves back up within the reserves target.

Anna Freud holds financial reserves to ensure that we can continue to fund ongoing work in the event of any significant disruption to income or economic downturn. Reserves also provide working capital ensuring that during the year we can meet upfront expenditure prior to income being received. The trustees have reviewed the free reserves and consider the level held to be reasonable.

Investment performance

Our investment strategy is reviewed by the Board on an annual basis, with interim reviews of performance at Finance committee meetings. The investment mandate fully considers environmental, social and governance matters. There is no direct investment in tobacco and we actively avoid investments in companies with significant exposure to alcohol, armaments, pornography, gambling and predatory lending.

The overall objective is for investment funds to achieve income and capital growth over and above inflation in the medium to long term.

Inflationary pressures along with the UK mini budget fiasco were some of the external factors which impacted our investment portfolio's performance.

As of 31 August 2023, the funds under investment were £2.5million (2022: £2.5 million). Income derived from investments to 31 August 2023 was £71,805 (2022: £69,792)

Going concern

The Board of Trustees having reviewed the financial position and financial forecasts and have concluded that there are sufficient resources to continue in operational existence for the foreseeable future, being a period of at least 12 months from the date of approval of the financial statements.

Trustees are satisfied that Anna Freud continues to have a robust risk management framework including a strong system of financial controls which is sufficient and appropriate for effective management of all known strategic, operational and financial risks.

The Board therefore continues to support the going concern basis of accounting in preparing the annual accounts.

Financial review

Strategy and performance

Our fundraising strategy ensures we generate income from a range of sources – trusts and foundations, statutory bodies, corporates, major donors and community streams – to build financial stability and maximise return on investment.

This year, we achieved voluntary income of £3.8m (of which £440,000 was unrestricted funding). While the external fundraising environment remains challenging, we attracted significant support for flagship programmes including the Schools and Colleges Early Support Service, the UK Trauma Council and our new programme promoting Autism and Wellbeing in Schools (complementing our NHS England-funded National Autism Training Partnership programme).

Most of our voluntary income continues to be restricted to specific projects, but we remain focused on securing unrestricted funding to deliver our Closing the Gap strategy. Increasing unrestricted income will enable us to pioneer new approaches to support children and young people's mental wellbeing and respond rapidly to their changing needs. We will prioritise developing our unrestricted income generation activities over the next year.

Approach

We are registered with the Fundraising Regulator and abide by the letter and spirit of the Code of Fundraising Practice. We operate a fundraising and donations policy, adhered to by all employees, volunteers and any third parties we work with. We are committed to ensuring that we are open and transparent about our fundraising and enthusiastically follow the Fundraising Regulator's principles in all our fundraising activities:

- We will commit to high standards
- We will be clear, honest and open
- We will be respectful
- We will be fair and reasonable
- We will be accountable and responsible

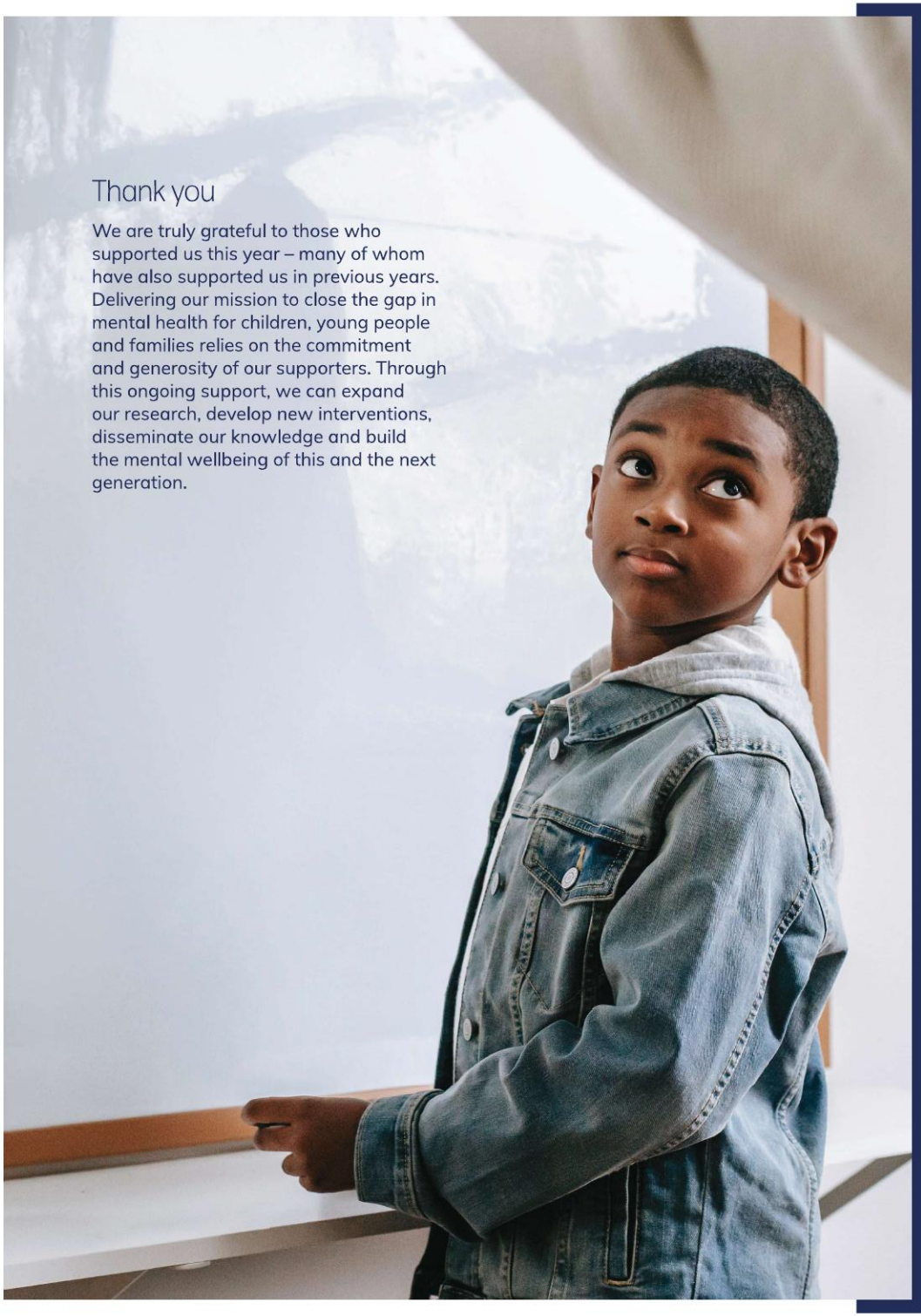
In any corporate partnership where we benefit from funds raised through the sale of products, we operate within a written commercial participator agreement to ensure that the partnership does not harm our service users, supporters, or Anna Freud itself.

We follow a detailed due diligence process when soliciting gifts from potential supporters and record relevant communications, transactions and agreements on a dedicated donor database.

Protecting the wellbeing of vulnerable people and other members of the public during our fundraising activities is of paramount importance. Therefore we:

- do not undertake any general solicitations by telephone or door-to-door
- ensure communications to the public while carrying out fundraising activities are truthful and objective
- keep confidential any personal information collected for fundraising purposes. We will not share this data outside of Anna Freud unless there is an overriding legal reason for doing so.

We received no complaints about our fundraising activities in 2023 (2022: nil).



Thank you

We are truly grateful to those who supported us this year – many of whom have also supported us in previous years. Delivering our mission to close the gap in mental health for children, young people and families relies on the commitment and generosity of our supporters. Through this ongoing support, we can expand our research, develop new interventions, disseminate our knowledge and build the mental wellbeing of this and the next generation.

Financial review

Principal risks and uncertainties

Approach to risk management

The Board of Trustees is responsible for ensuring that a robust risk management framework for identifying, mitigating and managing risks across all of Anna Freud's activities.

The Board is supported by its sub-committees in reviewing and monitoring risks ensuring that the risk management framework is adequate and effective.

The Board's sub-committee provides critical oversight to the Executive ensuring that the risk management approach is embedded across the organisation, integrated into our annual business planning and reporting cycle and spans all our activities.

Summary of potential risks the board has identified

Strategic

We are in the third year of our closing the Gap strategy with ongoing investment required to roll out critical elements at pace whilst continuing to deliver on existing commitments. We have implemented a comprehensive programme management framework to ensure that we have the right people resource to maintain oversight on key deliverables and milestones.

Operational delivery

The growth in the breadth and scale of Anna Freud's activities presents unique challenges which we manage through regular review of our business continuity plans, risk assessing and testing a range of scenarios to ensure that we can respond quickly to unforeseen or adverse business events.

Cyber security threats

In the past year, there has been an increasing prevalence of sophisticated cyber security attacks within the charity sector, with Anna Freud seeing an uptick in cyber threats. Data security is therefore of paramount importance with our people undergoing robust data security training including annual refresher training to ensure that we keep fully apprised on the latest developments. Security testing is regularly undertaken to ensure that our IT infrastructure and data remain secure.

Structure, governance and management

The Anna Freud Centre operating as Anna Freud is a registered charity (number 1077106). It is set up under its Memorandum and Articles of Association as a company limited by guarantee (number 03819888).

The Board of Trustees comprises the charity's trustees and the legal directors of the company. New trustees are selected through open recruitment, during which we aim to ensure representation and fill skills gaps within the board.

New trustees undergo an induction programme, including meeting with senior management to understand our objectives and operational delivery. They also receive training in safeguarding, equity, diversity and inclusion, information governance and the role and responsibilities of trustees. Trustees are encouraged to read Charity Commission updates and attend training courses to keep abreast of their duties.

The Board of Trustees sets and reviews strategy, and monitors operational matters supported by subcommittees reporting to the Board. The performance of individual trustees and the Board is assessed annually.

Our trustees have complied with the duty in section 17 of the Charities Act 2011, to have due regard to the Charity Commission's general guidance on public benefit.

Equity, Diversity and Inclusion (EDI) Sub-Committee

The committee monitors and provides guidance on the EDI agenda and the implementation of the EDI strategy. It also monitors the progress of the EDI plan, determines priorities, and provides robust scrutiny and challenge on EDI issues in our organisation.

The People and Culture Sub-Committee

The committee oversees pay and reward, performance and continuous professional development. It regularly reviews staff turnover, satisfaction, disciplinaries and grievances to make recommendations for how we can improve. It also reports on our gender pay gap and works with the EDI Sub-Committee to increase diversity, inclusion and equitable opportunities for staff.

The Development Sub-Committee

The committee supports our voluntary income streams, particularly from philanthropists, major donors and corporates. It identifies and engages prospective donors and supports engagement activities.

Digital and Technology Sub-Committee

The committee helps the Board and Executive team harness technology to grow our impact and better serve children, young people and families. It shares insights, ideas and challenges, and ensures we have mechanisms in place to manage digital and technological risks.

Finance, Audit and Risk Sub-Committee

The committee reviews the annual accounts, internal or external audits, investment and reserves policies. Its membership includes the chair and the treasurer. Matters not reserved for decision by the Board of Trustees are delegated to members of the Executive team, including the Chief Executive, Chief Operating Officer, Chief People Officer and Chief Financial Officer.

Quality Sub-Committee

The committee oversees the practice interventions delivered by Anna Freud directly to children, young people and families, through direct delivery projects (online and face-to-face), research projects, commissioned contracts for services or training activities for those who support the mental health and wellbeing of children, young people and families. It assures the Board that our practice services comply with professional and regulatory standards.

The Nominations and Succession Planning Sub-Committee

The committee is responsible for the trustee appointment process, reviews the structure and composition of the Board (including the skills, knowledge and experience) and makes recommendations for change. It ensures succession planning for key roles, that leadership needs are met, and the organisation is able to achieve its aims.

Plans for the future

Next year

We are continuing to work towards fulfilling the goals outlined by our Closing the Gap Strategy. As part of this, we will develop and implement our Participation Strategy to involve children, young people, parents and carers at all levels of our work. We will further implement our EDI Strategy, creating a workforce that reflects the diversity of the communities we serve. Fundraising remains a priority, and we'll identify new sources of funds to continue our research and deliver better outcomes for all children, young people and families.

Schools

We will continue to prioritise working with schools and colleges to support the mental wellbeing of their pupils. We'll continue developing SCESS over the next year, alongside targeted support and resources to help education settings implement organisation-wide support for students.

Fundraising

Fundraising allows us to undertake research, increase and diversify our workforce, and turn our Closing the Gap strategy into long-term impact. We plan to launch a Giving Circle to grow a community of committed private donors who share our drive to build a mentally healthy society. This programme will secure consistent funding for the next three years, allowing us to conduct new research, create resources and deliver support services, and close the gaps in children and young people's wellbeing.

Manifesto

We are developing a manifesto for early 2024. Our manifesto will communicate what we believe needs to change in mental health support systems to best benefit children and young people, including changes in policy. As well as increasing awareness of our work and helping to raise funds, it will be a significant step towards closing the gaps for children and young people by drawing out a clear strategy through which the UK's mental health support system can be improved.

UK Trauma Council

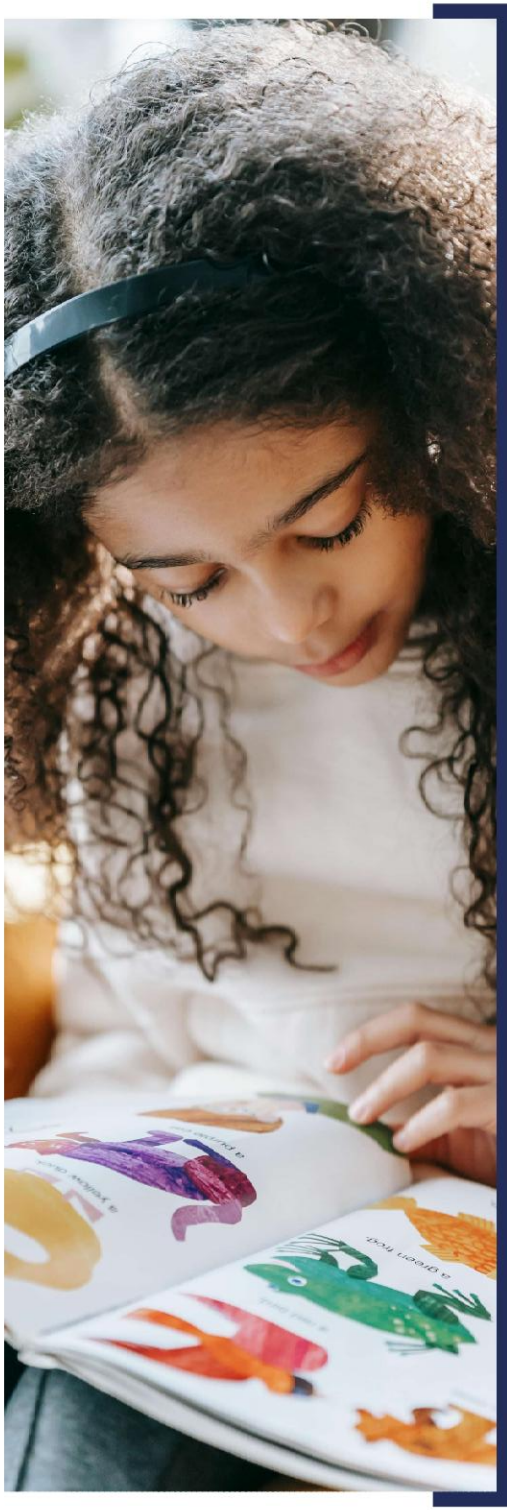
We remain committed to supporting children and young people who have experienced potentially traumatic events and all those who care for them. We will create new resources for children and young people who have witnessed or fled conflict, and to help parents, carers and professionals better understand trauma and its impacts.

Participation

We will launch our Participation Strategy in early 2024 to implement the rights-based participation of children and young people across all levels of our work. Listening to and amplifying the voices of those we seek to benefit will enable us to pioneer, develop and deliver effective mental health and wellbeing support services to the children, young people and families who need them most.

Equity, diversity and inclusion (EDI)

Following the launch of our EDI Strategy in September 2022, we will continue our work to create a more diverse and inclusive workforce. Increased diversity within our organisation makes us more representative of the communities we aim to serve, and therefore better equipped to understand and meet their needs. We will launch an EDI acceleration group to monitor and provide feedback on the implementation of our EDI Strategy, ensuring both that progress is made and accountability is maintained. We will commit to following the group's guidance to ensure effective EDI integration across Anna Freud.



Trustees and auditors

Trustees' responsibilities

The Trustees (who are also directors of The Anna Freud Centre for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they should have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Section 172 Companies Act 2006

The trustees acting in accordance with Section 172 of The Companies Act 2006 consider that they have complied with their duties with regards to promoting the Charity's success in achieving its charitable purpose to advocate and advance for public benefit of the awareness, prevention, relief and education of mental illness and/or disorder.

Trustees have overall oversight on the implementation of the strategic priorities from our Closing the Gap strategy and during the year provided rigorous challenge through Board and sub-committee meetings.

Long term consequences of decisions

At Anna Feud, we consider the impact of decisions that we take over the medium and long term. Our goal to close the gap in science and access to knowledge is set out on page 8 and our future plans are outlined on pages 28 and 29.

Interest of employees

During the year, we developed our people strategy and put plans in place for the establishment of an employee voice forum to ensure that we maximise opportunities for our people to be appropriately consulted on issues impacting workplace culture, employment terms and conditions etc. Please see page 9 of this report for more information on how we support our people.

Business relationships with suppliers, customers and others; and reputation for high standards of business conduct

Anna Freud is committed to ensuring that interactions with all stakeholder groups are conducted in a professional, constructive, ethical and fair manner.

Fundraising

During the year, the breadth and scope of our fundraising activities remained fully compliant with relevant fundraising regulations and emerging best practice.

Impact in the community and environment

Trustees remain committed to ensuring that impact of Anna Freud's activities for the communities that we serve are always carefully considered. Our commitment to sustainability and our environmental impact is on pags 17 and 18.

Acting fairly between members

Trustees working closely with the senior leadership team continue to strive towards fostering an inclusive culture ensuring that our organisational values (please see page 7) remains central to how Anna Freud operates.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

The Trustees' report, incorporating the Strategic Report, was approved by the Trustees on 28 March 2024 and signed on their behalf by:

The Hon Michael Samuel MBE

Chair of Trustees

28th March 2024

Independent auditor's report to the members of The Anna Freud Centre

Opinion

We have audited the financial statements of The Anna Freud Centre for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Welcome from the Chair and Chief Executive. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 30, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, Care Quality Commission (CQC), for GDPR and safeguarding regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, FRS102, the Charities Act 2011, the Charities Statement of Recommended Practice (SORP), payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Challenging assumptions and judgements made by management in their critical accounting estimates
- Identifying and testing journals, including journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP, Statutory Auditor

Date: 07/05/2024

10 Queen Street Place

London EC4R 1AG

Financial Statements

Statement of financial activities, incorporating an income and expenditure account

Year ended 31 August 2023
The Anna Freud Centre Charity number 1077106, company number 03819888.

	Notes	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023	Total funds 2022
Income from:		£	£	£	£
Grants, donations and legacies	2	439,811	3,361,297	3,801,108	4,688,385
Investments	3	71,805	-	71,805	69,792
Charitable activities					
Clinical and Preventative Services		1,400,518	20,965	1,421,483	897,082
Education and Training		7,363,822	-	7,363,822	4,921,454
Research		2,464,736	1,047,593	3,512,329	2,499,820
Conference and Study Events		6,206,686	61,198	6,267,884	6,237,372
Schools		1,634,472	-	1,634,472	1,714,586
		19,070,234	1,129,756	20,199,990	16,270,314
Other		597,394	-	597,394	553,821
Gains on acquisition of business		-	-	-	405,822
Total income		20,179,244	4,491,053	24,670,297	21,988,134
Expenditure on:					
Raising funds					
Fundraising and publicity	4	579,746	-	579,746	511,192
Investment and management fees		-	-	-	-
Legal fees		47,662	-	47,662	42,067
		627,408		627,408	553,259
Expenditure on		£	£	£	£
Charitable activities					
Clinical and Preventative services		3,597,115	475,985	4,073,100	3,484,897
Applied Research		1,861,834	595,339	2,457,173	1,754,002
Education and Training		6,991,425	147,911	7,139,336	4,130,999
Research and Policy Development		3,473,480	1,810,662	5,284,142	5,697,554
Schools		3,666,484	1,447,533	5,114,017	3,697,397
User Participation, Library and Dissemination		1,016,593	25,000	1,041,593	652,521
		20,606,931	4,502,430	25,109,361	19,417,370
Total expenditure	4	21,234,339	4,502,430	25,736,769	19,970,629
Net (expenditure) / income before investment losses		(1,055,095)	(11,377)	(1,066,472)	2,017,505
Net investment (losses)		(36,749)	-	(36,749)	(233,799)
Net (expenditure) / Income		(1,091,844)	(11,377)	(1,103,221)	1,783,706
Net movement in funds		(1,091,844)	(11,377)	(1,103,221)	1,783,706
Funds balance brought forward at 1 September	12	33,128,532	633,663	33,762,195	31,978,489
Funds balance carried forward at 31 August	12	32,036,688	622,286	32,658,974	33,762,195

There were no recognised gains or losses other than as disclosed in the statement of financial activities. All income and expenditure relate to continuing activities.

The accompanying notes form an integral part of these financial statements.

Full comparatives are shown in note 17.

Balance sheet

Year ended 31 August 2023
Registered charity number 1077106, registered company number 03819888.

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	6		35,744,267		35,258,018
Investments	7		2,534,501		2,499,445
			38,278,768		37,757,463
Current assets					
Debtors	8	4,289,187		2,968,727	
Cash at bank and in hand		5,709,224		6,791,710	
		9,998,411		9,760,437	
Creditors: amounts falling due within one year	9	(9,386,306)		(7,455,729)	
Net current assets			612,106		2,304,707
Creditors: amounts falling due after more than one year	10		(6,231,900)		(6,299,975)
Total assets less total liabilities			**32,658,974**		**33,762,195**
Funds	12				
General funds			5,032,255		5,355,398
Designated funds			27,004,433		27,773,134
Restricted funds			622,286		633,663
Total funds			**32,658,974**		**33,762,195**

The accompanying notes form an integral part of these financial statements.
The financial statements were approved and authorised for issue by the Board on 28th March 2024 and were signed below on its behalf by:

Daniel Peltz

The Hon Michael Samuel MBE
Chair of the Board of Trustees,

Daniel Peltz OBE
Treasurer

Statement of cash flow

Year ended 31 August 2023

	2023	2022
Reconciliation of movement in funds to net cash flow	£	£
Net movement in funds	**(1,103,221)**	1,783,707
Depreciation charges	**688,543**	693,628
Income from investments	**(71,805)**	(69,792)
Unrealised investment (losses)	**36,749**	233,799
(Increase)/decrease in debtors	**(1,320,460)**	(1,755,633)
Increase/(decrease) in creditors	**1,862,501**	557,038
Gains on acquisition of business	**-**	(405,822)
Net cash flow provided by operating activities	**92,307**	**1,555,930**
Cash flows from investing activities		
Investment income	**71,805**	69,792
Purchase of tangible fixed assets	**(1,178,594)**	(5,441)
Disposal of tangible fixed assets	**1,202,188**	49,478
Depreciation charges on disposal of tangible fixed assets	(1,198,386)	(49,478)
Purchase of investments	(71,805)	(69,792)
Disposal of investments	-	-
Cash receipts on acquisition of business	-	519,006
Decrease in cash	**(1,174,792)**	**(5,441)**
Cash flows from financing activities		
(Decrease)/Increase in cash and cash equivalents in the period	**(1,082,486)**	1,550,489
Cash and cash equivalents at the beginning of the period	**6,791,710**	5,241,221
Cash and cash equivalents at the end of the period	**5,709,224**	6,791,710
Analysis of cash and cash equivalents	**5,709,224**	**6,791,710**

Notes to the financial statements

Year ended 31 August 2023

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with 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 (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The Anna Freud Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives trustees confidence the charity remains a going concern for the foreseeable future.

Charity information

The Anna Freud Centre (known as Anna Freud) is a company limited by guarantee (registered number 03819888), and a public benefit entity and registered charity in England and Wales (charity number 1077106). The address of the registered office is 4-8 Rodney Street, London, N1 9JH.

b) Depreciation

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold properties - 1.33% per annum

Furnishings and equipment - 25% per annum

c) Investments

Investments are included in the balance sheet at market value. It is the charity's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising relating to previous years. As a result, the statement of financial activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio throughout the year.

d) Income

All income is recognised once the charity has entitlement to income. It is probable that income will be received and the amount of income receivable can be measured reliably. With grants and donations, once an award or pledge has been made in writing and if there are no restrictions or constraints on receiving the donation then this will be recognised in full once entitlement is established.

All other incomes are recognised based on the matching principle, and so are related to the activity, otherwise they remain repayable and so deferred. Grant income is recognised under the accruals basis in line with staff costs.

e) VAT

Where appropriate, expenditure includes irrecoverable value added tax.

f) Expenditure

Direct costs have been charged to the relevant project it has arisen for. Overheads are apportioned across the organisation based on a percentage of direct costs. Governance costs include costs incurred in meeting constitutional and statutory requirements.

g) Employee benefits

Pension costs

The organisation offers employees a 6% contribution towards their pension based on their gross salary. Employees who do not opt out of the scheme are members of a group personal pension contributory system with Royal London, administered by The Anna Freud Centre.

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

h) Fund accounting

General funds consist of amounts available to the trustees to be applied at their discretion within the objects of the charity. Designated funds comprise unrestricted funds which have been set aside at the discretion of the trustees for specific purposes.

Restricted funds consist of amounts subject to special trusts within the objects of the charity either imposed by the donor or by the terms of the appeal. All income and expenditure is shown in the statement of financial activities.

i) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity.

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Critical judgements and estimates

In the application of the accounting policies, the trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

It has been decided to depreciate the Kings Cross Property over 75 years to reflect its useful economic life.

2. Grants and donations

Year ended 31 August 2023

	2023	2022
	£	£
Unrestricted funds		
Unrestricted general	**439,811**	1,237,605
HMRC Job Retention Scheme furlough payments	**-**	4,917
Unrestricted total	**439,811**	**1,242,522**
Restricted funds		
Campus Project (formerly Development Fund)		
Mr L Polisano	**-**	10,000
The Clore Duffield Foundation	**25,000**	25,000
Clinical		
Child Psychotherapy Services		
The Anna Freud Foundation	**3,937**	3,903
The Chesser Trust	**8,000**	16,000
Anonymous donor	**-**	31,981
Sundry donors	4,333	4,350
Kailo project		
University College London	44,898	47,662
Early Years core funding		
Sundry donors	2,892	675
The Chesser Trust	8,000	-
Anonymous donor	**126,687**	-
Family Ties		
Department for Work and Pensions	**-**	26,520
BBC Children in Need	**-**	20,769
Reflective Fostering Collaboration		
KPMG Foundation	**110,000**	50,000
Segelman Trust	**109,000**	-
National Institute of Health Research	**4,179**	21,834
Colyer-Fergusson Charitable Trust	**-**	32,800
University College London	**38,955**	46,514
Barts Health NHS Trust	**27,475**	13,100
Parent Infant Psychotherapy		
Sundry donors	**-**	3,675
AMBIT Peer Mentoring		
The Berkeley Foundation	**5,000**	64,564
Mind the Dad		
Berry Street Foundation	**-**	23,143
NHS South West London CCG	**-**	33,500
Integrated Early Years Pathway		
Department of Health and Social Care	**-**	29,696
London Borough of Camden	**-**	25,598
London Borough of Wandsworth	**-**	34,385
Reflective Parenting		
Anonymous donor	**20,000**	8,019
Reflective Parenting		
John Lyon's Charity	**7,204**	-
Applied Research and Evaluation		
Schools evaluation		
The Mercers' Company	**-**	50,000
MeeTwo evaluation		
Innovate UK	**-**	28,858
Mee Too Education Ltd	**30,404**	60,807
Prevent-Protect-Repair Lewisham evaluation		
Foundations, the What Works Centre for Children and Families	**-**	11,967
Violence Reduction Unit		
Institute for Fiscal Studies	**34,450**	68,900
BESST		
National Institute of Health Research	**70,000**	-
South London & Maudsley NHS Trust	**-**	52,718

	2023	2022
	£	£
Education and Training		
RE-STAR		
Kings College London	32,491	-
Scholarships		
The Chesser Trust	9,000	9,000
CAH Private Philanthropy	50,000	-
LifePsychology Ltd	20,000	20,000
Anonymous donors	2,661	21,962
#RESET Mental Health		
Nominet Trust	39,585	39,890
CEO Projects		
The UK Trauma Council		
The ORP Foundation	10,000	10,000
Prudence Trust	120,000	10,000
National Lottery Community Fund	241,697	199,755
University College London collaborations		
Anonymous donor	34,000	35,000
Psychoanalytic Electronic Publishing	50,714	53,334
Virginia Tech Carilion School of Medicine	55,939	61,674
Postnatal depression and oxytocin study		
International Psychoanalytical Association	-	7,135
Addressing extremism in youth conference		
Anonymous donor	-	37,500
Pragmatic Manifesto		
The Prudence Trust	44,916	-
Barts Health NHS Trust	3,411	-
ChAPTRe		
BERRI Evaluation		
Innovate UK	8,028	53,117
Lighthouse Parenting Programme Evaluation		
Foundations, the What Works Centre for Children and Families	94,389	54,197

	2023	2022
	£	£
Impact of adoption study		
Sir Halley Stewart Trust	-	20,098
ERiC Study		
Kavli Trust	173,872	-
Closing the Gap acceleration		
The Fidelity UK Foundation	-	250,000
Pears Foundation	150,000	390,000
The Kavli Foundation	-	73,129
Safer London	-	12,500
University of Cambridge	-	20,000
Schools		
Inclusion and specialist help in schools		
The Family School		
Anonymous donor	50,000	100,000
The Foyle Foundation	45,000	-
Alternative provision roll out		
Esmee Fairbairn Foundation	-	60,000
Porticus UK	-	74,993
The Foyle Foundation	30,000	-
Anonymous donor	30,000	-
Technology and innovation		
Rugged interactive	-	525
Clinical help in schools		
Schools outreach service		
St Giles-in-the-Fields and William Shelton Educational Charity	14,300	14,300
Schools support service		
Garfield Weston Foundation	200,000	200,000
Prudence Trust	100,000	240,000
Westminster Foundation	100,000	100,000
Mind	343,232	-

	2023	2022
	£	£
Knowledge dissemination in schools		
Schools in Mind		
Jo Malone London	170,430	106,834
Sundry donors	-	777
Mentally Healthy Schools		
Jo Malone London	4,615	47,075
Goldman Sachs Gives (UK)	2,500	185,568
Anonymous donor	50,000	50,000
Paul Hamlyn Foundation	44,000	40,000
Drum Clinic	-	561
The AIM Foundation	35,000	-
Berry Street Foundation	21,103	-
Autism and Wellbeing in Schools		
Anonymous donor	300,000	-
Restricted Total	**3,361,297**	3,445,863
Grand Total	**3,801,108**	4,688,385

3. Investment income

	2023	2022
	£	£
Income from listed investments	**71,805**	69,792

4. Total expenditure

Total expenditure year ended 31 August 2023

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2023
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	542,206	18,600	-	18,940	-	579,746
Investment management fees	-	-	-		-	
Legal fees	-	-	-	47,662	-	47,662
	542,206	18,600	-	66,602	-	627,408
Charitable expenditure						
Clinical	2,706,743	270,458	-	24,573	1,071,326	4,073,100
Applied Research and Evaluation	1,312,859	519,942	-	122,395	501,976	2,457,172
Education and Training	3,897,995	1,081,662	85,518	440,973	1,633,188	7,139,336
Research and Policy Development	2,143,358	627,046	349,742	836,555	1,327,441	5,284,142
Schools	3,362,287	185,667	100,000	213,312	1,252,751	5,114,017
User participation, library and dissemination	762,423	88,547	-	190,624	-	1,041,594
	14,185,665	2,773,322	535,260	1,828,432	5,786,682	25,109,361
Total expenditure	14,727,871	2,791,922	535,260	1,895,034	5,786,682	25,736,769

Total expenditure year ended 31 August 2022

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2022
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	469,370	18,600	-	23,222	-	511,192
Investment management fees	-	-	-	-	-	
Legal fees	-	-	-	42,067	-	42,067
	469,370	18,600	-	65,289	-	553,259
Charitable expenditure						
Clinical	2,323,260	69,687	35,980	178,960	877,010	3,484,897
Applied Research and Evaluation	993,315	291,071	-	105,650	363,966	1,754,002
Education and Training	2,744,525	257,677	45,305	123,108	960,384	4,130,999
Research and Policy development	1,997,169	1,087,714	221,680	1,041,974	1,349,017	5,697,554
Schools	2,540,411	52,160	100,000	132,479	872,347	3,697,397
User participation, library and dissemination	453,752	18,709	35,386	144,674	-	652,521
	11,052,432	1,777,018	438,351	1,726,845	4,422,724	19,417,370
Total expenditure	11,521,802	1,795,618	438,351	1,792,134	4,422,724	19,970,629

5. Staff costs and numbers

	2023	2022
a) Staff costs	£	£
Wages and salaries	14,029,469	11,183,356
Social security costs	1,440,514	1,102,457
Pension costs	683,383	557,919
	16,153,366	12,843,732

Staff costs include seconded staff costs amounting to £508,646 (2022: £425,489). Staff costs also includes staff redundancy payments amounting to £27,307 (2022: £16,944).

	2023	2022
Emoluments over £60,000	No.	No.
£60,001 – £70,000	17	14
£70,001 – £80,000	8	9
£80,001 – £90,000	2	1
£90,001 – £100,000	5	2
£100,001 – £110,000	4	4

Pension contributions of £120,545 were made to those receiving emoluments over £60,000 (2022: £106,546).

The total remuneration paid to key management personnel in the period was £722,853 (2022: £606,398).

	2023	2022
The average number of employees analysed by function was:	No.	No.
Clinical	90	82
Education and Training	139	114
Research	104	99
Conferences	21	22
Schools	87	64
Library	2	2
	443	383

b) Trustees

No trustee received remuneration for their services during the year (2022 £nil). Reimbursed expenses were £nil (2022: £nil)

6. Tangible fixed assets

	Freehold land	Freehold properties	Furnishings & equipment	Total
	£	£	£	£
Cost				
At 1 September 2022	8,110,690	28,112,281	1,274,693	37,497,664
Additions	-	-	1,178,594	1,178,594
Disposals	-	-	(1,202,188)	(1,202,188)
Transfers	-	-	-	-
At 31 August 2023	8,110,690	28,112,281	1,251,100	37,474,070
Depreciation				
At 1 September 2022	-	1,218,199	1,021,447	2,239,646
Charge for the year	-	374,830	313,713	688,543
Disposals	-	-	(1,198,386)	(1,198,386)
At 31 August 2023	-	1,593,029	136,774	1,729,803
Net book value				
At 31 August 2022	8,110,690	26,894,082	253,246	35,258,018
At 31 August 2023	8,110,690	26,519,252	1,114,325	35,744,267

7. Investments

	2023	2022
	£	£
Market value at 1 September	2,499,445	2,663,453
Additions	71,805	69,792
Disposal proceeds	-	-
Net investment (losses)	(36,749)	(233,799)
Market value at 31 August	**2,534,501**	**2,499,445**
Historical cost at 31 August	**2,253,022**	**2,181,217**
Listed investments (market value)		
UK fixed interest	369,066	225,610
UK equity shares	491,866	469,766
Overseas equities	1,204,222	1,126,750
Property	103,808	152,017
Alternative assets	234,919	360,008
Market value of listed investments	**2,403,881**	**2,334,151**
Cash	130,620	165,294
Total	**2,534,501**	**2,499,445**

The investment managers, Sarasin, invest in a wide range of investments and the trustees regularly review performance. The investment managers are remunerated by a percentage of the value of the fund and the charge for 2023 was £Nil (2022: £Nil).

8. Debtors

	2023	2022
	£	£
Trade debtors	1,962,886	1,940,966
Prepayments and accrued income	2,326,301	1,027,761
	4,289,187	**2,968,727**

	2023	2022
Debtors: amounts falling due within one year	£	£
Trade debtors	1,962,886	1,940,966
Prepayments and accrued income	2,007,643	781,903
	3,970,529	**2,722,869**

	2023	2022
	£	£
Debtors: amounts falling due after one year		
Trade debtors	-	-
Prepayments and accrued income	318,658	245,858
Other debtors	-	-
	318,658	**245,858**

9. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade and other creditors	1,166,332	766,940
Taxation and social security costs	402,102	324,410
Accruals and deferred income	7,817,871	6,364,379
	9,386,305	**7,455,729**

Analysis of accruals and deferred income	2023	2022
	£	£
Other deferred income at the start of the period	6,364,380	5,644,906
Amounts released to income in the year	(5,764,393)	(5,066,836)
Amounts deferred in the year	7,217,884	5,786,310
Other deferred income at the end of the period	**7,817,871**	**6,364,380**

Deferred income relates to service level agreements and short course and training income that relates to future periods.

10. Creditors: amounts falling due after more than one year

	2023	2022
	£	£
Bank loans	4,893,084	4,893,084
DfE Family School capital contribution	1,338,816	1,406,891
	6,231,900	**6,299,975**
The analysis of bank loans is as follows:		
Due in 1-2 years	4,893,084	-
Due in 3-5 years	-	4,893,084
Due beyond 5 years	-	-
	4,893,084	**4,893,084**

A loan of £4.9 million was agreed on the 27 September 2019 for a period of 5 years on a fixed rate basis of 2.87%. This is a fixed rate loan secured against the freehold land at Rodney Street N1 9JH. The loan expiry term has been extended to 30 April 2025 on a floating rate basis whilst new loan terms are being agreed.

The analysis of the DfE contribution is as follows:	2023	2022
Income	-	-
Recognised in 1-2 years	68.075	68,075
Recognised in 3-5 years	204,226	204,226
Recognised beyond 5 years	1,066,515	1,134,590
	1,338,816	**1,406,891**

DfE have contributed £1,701,885 to the construction of the Family School which was received in full in December 2019 and is recognised over the course of the 25-year lease which commenced in May 2019.

11. Operating lease commitments

	2023	2022
	£	£
Operating leases	9,675	25,541
	9,675	**25,541**
	2023	**2022**
	£	**£**
Due in less than 1 year	9,675	14,143
Due in 1-2 years	-	11,398
Due in 3-5 years	-	-
Due beyond 5 years	-	-
	9,675	**25,541**

12. Statement of funds

	1 September 2022	Income	Expenditure	Investment gains and revaluations	31 August 2023
	£	£	£	£	£
General funds	5,355,398	20,179,244	(20,465,638)	(36,749)	5,032,255
Designated funds					
Fixed asset fund	26,993,564	-	(687,569)	-	26,305,995
EBPU	373,748	-	(81,133)	-	292,616
CORC	405,822	-	-	-	405,822
Total designated funds	**27,773,134**	**-**	**(768,702)**	**-**	**27,004,433**
Restricted funds					
Clinical projects	138,953	542,755	(475,985)	-	205,723
Applied Research	144,992	475,531	(595,339)	-	25,184
Education and Training	46,975	153,738	(147,911)	-	52,802
Research and Policy Development	233,402	1,755,079	(1,810,662)	-	177,819
Schools	69,341	1,538,950	(1,447,533)	-	160,758
Central Support Services	-	25,000	(25,000)	-	-
Total restricted funds	**633,663**	**4,491,053**	**(4,502,430)**	**-**	**622,286**
Total funds	33,762,195	24,670,297	(25,736,769)	(36,749)	32,658,974

Details of designated funds

Fixed asset fund

Fixed asset fund matches reserves with fixed assets held and used directly for charity purposes.

EBPU - Evidence Based Practice Unit

Service development and evaluation has been growing for the last few years and to enable further growth funds are being designated by self-generated surpluses and used to innovate in Applied Research and Evaluation.

CORC – The Child Outcomes Research Consortium

CORC collects and uses evidence to enable more effective child-centred support, services and systems to improve children and young people's mental health and wellbeing. As a result of the merger of CORC into Anna Freud in September 2021 there were reserves transferred which are being held to continue to invest in this work.

Details of restricted funds

Clinical projects

Include Reflective Fostering, Reflective Parenting, Kailo and Early Years.

Applied Research projects

Include Violence Reduction Unit and Nested Evaluation projects.

Education and Training

Includes funds for Scholarship awards and Choosing Treatments projects.

Research and Policy Development

Includes funding for the UK Trauma Council, Bereavement Evaluation, Supporting Parents and ERiC Study.

Schools

Includes Autism and Wellbeing in Schools, Schools Outreach Service, Mentally Healthy Schools Website and Alternative Provision schooling models such as the Family School roll out and dissemination.

Statement of funds (2022 comparative)

	1 September 2021	Income	Expenditure	Investment gains and revaluations	31 August 2022
	£	£	£	£	£
General funds	2,940,799	16,858,970	(14,210,572)	(233,799)	5,355,398
Designated funds					
Fixed asset fund	27,686,526	-	(692,962)	-	26,993,564
EBPU	434,462	1,682	(62,396)	-	373,748
CORC	-	405,822	-	-	405,822
Total designated funds	28,120,988	407,504	(755,358)	-	27,773,134
Restricted funds					
Clinical projects	240,172	588,643	(689,862)	-	138,953
Applied Research	57,959	848,492	(761,459)	-	144,992
Education and Training	21,828	90,852	(65,705)	-	46,975
Research and Policy Development	564,609	1,938,040	(2,269,247)	-	233,402
Schools	32,134	1,220,633	(1,183,426)	-	69,341
Central Support Services	-	35,000	(35,000)	-	-
Total restricted funds	**916,702**	**4,721,660**	**(5,004,699)**	**-**	**633,663**
Total funds	**31,978,489**	**21,988,134**	**(19,970,629)**	**(233,799)**	**33,762,195**

13. Related parties and related party transactions

Trustees and related parties made donations totalling £67,210 in the year to the Anna Freud Centre (2022: £77,610).

14. Pension commitments

The organisation makes contributions to personal pension schemes on behalf of some of its employees. Contributions in the year totalled £683,383 (2022: £557,919). Amounts owing to the scheme at 31 August 2023 were £94,322 (2022: £328).

15. Analysis of net assets between funds

Fund balances at 31 August 2023 are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	9,438,272	26,305,995	-	35,744,267
Investments	2,534,501	-	-	2,534,501
Long term creditors	(6,231,900)	-	-	(6,231,900)
Net current assets	(708,618)	698,438	622,286	612,106
	5,032,255	**27,004,433**	**622,286**	**32,658,974**
Fund balances at 31 August 2022 comparative are represented by:				
	General funds	**Designated funds**	**Restricted funds**	**Total funds**
	£	£	£	£
Tangible fixed assets	8,264,454	26,993,564	-	35,258,018
Investments	2,499,445	-	-	2,499,445
Long term creditors	(6,299,975)	-	-	(6,299,975)
Net current assets	752,641	918,403	633,663	2,304,707
	5,216,565	**27,911,967**	**633,663**	**33,762,195**

16. Analysis of changes in debt

	At 1 September 2022	Cash flows	Other non-cash changes	At 31 August 2023
	£	£	£	£
Cash and cash equivalents				
Cash	6,791,710	(1,082,486)	-	5,709,224
Overdrafts	-	-	-	-
Cash equivalents	-	-	-	-
	6,791,710	**(1,082,486)**	**-**	**5,709,224**
Borrowings				
Debt due within one year	-	-	-	-
Debt due after one year	(4,893,084)	-	-	(4,893,084)
	(4,893,084)	**-**	**-**	**(4,893,084)**
Total	**1,898,626**	**(1,082,486)**	**-**	**816,140**

17. Comparative statement of financial activities (2022) year ended 31 August 2022

	Notes	Unrestricted funds 2022	Restricted funds 2022	Total funds 2022
Income from:		**£**	**£**	**£**
Grants, donations and legacies	2	1,242,522	3,445,863	4,688,385
Investments	3	69,792	-	69,792
Charitable activities				
Clinical and preventative services		847,128	49,954	897,082
Education and training		4,921,454	-	4,921,454
Research		1,345,348	1,154,472	2,499,820
Conference and study events		6,166,001	71,371	6,237,372
Schools		1,714,586	-	1,714,586
		14,994,517	**1,275,797**	**16,270,314**
Other		553,821	-	553,821
Gains on acquisition of business	3a	405,822	-	405,822
Total income		**17,266,474**	**4,721,660**	**21,988,134**
Expenditure on:				
Raising funds				
Fundraising and publicity	4	511,192	-	511,192
Investment and management fees		-	-	-
Legal fees		42,067	-	42,067
		553,259	**-**	**553,259**
Charitable activities				
Clinical and preventative services		2,795,035	689,862	3,484,897
Applied research		992,543	761,459	1,754,002
Education and training		4,065,294	65,705	4,130,999
Research and policy development		3,428,307	2,269,247	5,697,554
Schools		2,513,971	1,183,426	3,697,397
User participation, library and dissemination		617,521	35,000	652,521
		14,412,671	**5,004,699**	**19,417,370**
Total expenditure	**4**	**14,965,930**	**5,004,699**	**19,970,629**
Net income/ (expenditure) before investment gains		2,300,544	(283,039)	2,017,505
Net investment losses		(233,799)	-	(233,799)
Net income / (expenditure)		2,066,745	(283,039)	1,783,706
Net movement in funds		2,066.745	(283,039)	1,783,706
Funds balance brought forward at 1 September	12	31,061,787	916,702	31,978,489
Funds balance carried forward at 31 August	12	33,128,532	633,663	33,762,195

Annafreud.org
@AFNCCF
info@annafreud.org

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THE ANNA FREUD CENTRE

England & Wales - Charity number 1077106

Accounts

Anna Freud
National Centre for
Children and Families

Trustees' annual report and financial statements

for the year ended 31 August 2022

2022

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To view the references for the findings cited in this report, please see our source list.

Reference and administrative details

The Anna Freud Centre, operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106, and a company limited by guarantee, company number 03819888.

Board of Trustees

The Hon Michael Samuel MBE (Chair)
Ms Catherine Bedford
Ms Pamela Hutchinson OBE
Professor Linda Mayes MD
Mr Peter Oppenheimer
Mr Daniel Peltz OBE (Treasurer)
Professor Stephen Pilling
Mr Dominic Shorthouse (Deputy Chair)
Dr Sarah Wood OBE
Ms Tori Cadogan (appointed 9 March 2023)
Ms Anne-Marie Huby (appointed 9 March 2023)
Ms Namrata Kamdar (appointed 9 March 2023)
Mr Andrew Evans (appointed 9 March 2023)

Auditors

Haysmacintyre LLP
10 Queen Street Place
London, EC4R 1AG

Bankers

Barclays
Level 12, 1 Churchill Place
London, E14 5HP

Investment managers

Sarasin Asset Management Limited
Juxon House, 100 St Paul's Churchyard
London, EC4M 8BU

Patron

Her Royal Highness, The Princess of Wales

Chief Executive

Professor Peter Fonagy OBE FMedSci, FBA, FBPSA, PhD, DipPsy

Chief Operating Officer

Ros Bidmead

Chief People Officer

Marjorie James FCIPD

Chief Financial Officer and Company Secretary

Christine Kanu FCCA

Registered address

4–8 Rodney Street
London, N1 9JH
020 7794 2313
www.annafreud.org
info@annafreud.org

Welcome

A message from Professor Peter Fonagy OBE, Chief Executive and The Hon Michael Samuel MBE, Chair of the Board of Trustees.

In January 2022, we launched our new five-year strategy, Closing the Gap. In it, we articulate our mission to tackle the UK's mental health divide by closing the gaps in science, implementation and access to knowledge to support the mental health and wellbeing of children, young people and families.

Closing the Gap addresses the needs of the most marginalised children, young people and families and the impact the current economic climate has on their lives. It also outlines how we will tackle the corrosive inequities of racism and discrimination by working with and learning from diverse communities. It's a strategy designed to empower the communities we serve by working alongside them and involving them in everything we do, from research to practice. Our strategy describes how, by the end of 2026, we will have made significant progress in closing the gap between the children, young people and families who need mental health support and those who get it.

To achieve this ambition, we will need to empower millions of adults who impact on children's lives, including parents and carers, teachers, early years staff, mental health and other professionals. We'll need to work with charities and other organisations often not associated with mental health: the police, the judiciary, within the criminal justice system and beyond.

This means we need to be a more diverse organisation. We need to employ, collaborate with and learn from minoritised communities. In the last twelve months we have developed our equity, diversity and inclusion strategy, which underpins every aspect of our work, to enrich our understanding and to better serve all communities.

This year we've made a bold start. We have worked alongside expert anti-racism groups to create new resources for schools on anti-racism and mental health. Projects like #BeeWell and HeadStart are already helping us understand how to transform child mental health across whole communities.

We've developed new work in schools, colleges and early years, promoting whole-setting approaches to mental health that will benefit millions of children. We've been influential: our National Centre for Family Hubs is creating a template across government and local authorities for delivering services to vulnerable families.

Underwriting all our work is our absolute commitment to child-centred, evidence-based practice, and this year the UK's independent assessment body awarded our research 'world leading' status for its high societal impact.

The societal aspect is crucial. We want to use our research and learning to deliver long term, sustainable and transformational change. There are however challenges, we need unrestricted funding to develop and enhance our infrastructure to help us work with and support our expanding audiences. Securing this income will be a priority in the forthcoming year and beyond.

Our achievements in the last year, and the ambitions outlined in Closing the Gap are only possible because of those who resolutely support us; our generous donors who share our vision; the extraordinary organisations we collaborate with and who share their knowledge with us; our incomparable staff and, of course, the children, young people and families whose experiences provide the basis for all our learning.

Closing the Gap is more than a five-year plan. It represents a new era for the Anna Freud Centre and the children, young people and families we serve and an opportunity for all children, young people and families, to get the support they need and deserve whatever their background or circumstances.

Professor Peter Fonagy OBE FMedSci FBA FAcSS
Chef Executive of the Anna Freud Centre

Michael Samuel MBE
Chair of the Board of Trustees

Welcome

A message from Nicola Whitehouse, Anna Freud Centre Parent Champion.

Being a parent champion at the Anna Freud Centre this year has been amazing. I've had the opportunity to speak out about issues that my family and I have experienced, and I've been at the heart of developing new creative projects which can change the lives of children and young people and their families.

One of my favourites has been helping develop the Parent Platform, which will be launched later in 2023. As a parent, I know how intimidating online discussion groups can be. When you reach out for support and are met with trolling, the impact can be devastating and can prevent you from seeking help again. Creating a space where you can get professional and peer support safely means parents can ask for help, share and offer support without fear or shame. It's also about recognising and valuing the skills that parents and carers have and empowering them.

I've also helped train therapists to understand the parent's perspective. I've role-played parents who are worried or shy so that trainees can learn practical communications skills and better understand the power imbalance that can prevent parents or carers from expressing their needs confidently.

Finally, it's been really exciting seeing the Anna Freud Centre's commitment to equity, diversity and inclusion (EDI). Our Closing the Gap strategy has EDI written into it and puts the voices of children, young people and families at the heart of everything we do. These principles, together, will help make sure our services are accessible to all, for generations to come.

All these elements have contributed to the thing that I'm most proud of, which is to help make mental health something that everyone can talk about. We all have mental health and, like our physical health, we need to take care of it. We can only do this if we feel empowered to speak out. I used to think the term 'mental health' was stigmatising. My work as a champion has changed this for me, and I hope this year I've helped change it for others.

Nicola Whitehouse, Parent Champion

Objectives and activities

The Anna Freud Centre is a world-leading mental health charity which focuses on supporting children, young people and families. We draw on the lived experience and expertise of everyone from children and young people themselves to teachers, academics, nursery workers and neuroscientists.

Our work seeks to understand challenges, unlock evidence-based solutions and unite people in action, combining our breadth of expertise in research, teaching, clinical practice and policymaking. The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the general guidance issued by the Charity Commission on public benefit.

Our principles

- We listen to and learn from children and young people to build better solutions and amplify their voices in conversations on mental health.
- We collaborate with those who bring up or work directly with children and young people, from parents to foster carers, teachers, social workers and mental health professionals, recognising that they know children best and know what works.
- We partner with national and local government, public bodies, philanthropists, trusts and other stakeholders to change the system.
- We work with families and communities to change lives.

Our vision

Our vision is a world where all children and young people are able to achieve their full potential and where they and their families get support for their mental health and wellbeing that is designed with their input, is available at the right time and meets their needs.

Our mission

Our mission is to close the gap in mental health and wellbeing by advancing, translating, delivering and sharing the best science and practice with everyone who impacts the lives of children, young people and families.

Our values

1. Compassion
We strive to empathise with the experiences and feelings of others, reflecting constantly and with humility to honour the trust we are given.

2. Inclusivity
Children, young people and their families are at the heart of everything that we do. We listen to and learn from them and from those who support them in education, social care and health, and across statutory, voluntary and community services.

3. Collaboration
We maximise our impact by working in partnership with others, learning from them and sharing our knowledge, expertise and experience.

4. Creativity
We are imaginative in how we build new understanding, strengthen relationships and develop our skills as the foundation of excellent practice.

5. Equity
We strive for fairness and adjust our approach to support towards addressing the inequalities that exist in society today, recognising that not everyone starts in the same place.

6. Courage
We experiment and pioneer, accepting that we will sometimes get things wrong and that is part of how we learn.

7. Integrity
We act with honesty and integrity, guided by evidence while keeping in mind what science cannot tell us.

Our strategy and goals

We believe that everyone has a responsibility for children and young people's mental health. Our five-year strategy, Closing the Gap, runs from 2022 to 2026 and has seven strategic goals. It outlines how we will help children and young people by empowering the adults who influence their lives including parents, carers and professionals.

Each goal includes a programme of transformation which will contribute to closing the gaps in children and young people's mental health and wellbeing. Our seventh goal is about transforming our organisation and the way we work to enable us to achieve our other goals.

1. Invent
We will use existing and emerging evidence bases to explore new methods of prevention and therapy and new models of support for children, young people, families and professionals.

2. Evidence
We will advance the understanding of mental health and wellbeing in children and young people, identifying risks and protective factors and evaluating what works for whom, why and in which contexts.

3. Implement
We will create a pipeline from development, to evidence, to wide-scale implementation, which supports service providers and commissioners to improve prevention and early intervention and to deliver services within system partnerships.

4. Teach
Through training we will empower parents, carers and all those engaged in the care and support of children and young people. We will also develop and nurture the next generation of mental health practitioners and researchers.

5. Connect
We will foster relationships within and between communities and professionals to support them to share lived experience and knowledge, provide peer-to-peer support and to sustain impact.

6. Influence
We will improve professional practice through the dissemination of evidence-informed guidance and we will influence service transformation and national and local policy.

7. Change ourselves
Our seventh goal is to transform our organisation so that we have all the conditions in place to deliver our strategy. This includes our digital transformation, so that we can deliver interventions at scale. It also includes our commitment to equity, diversity and inclusion (EDI) to shape us into an organisation enriched by diversity and better placed to meet the needs of those we aim to serve.

Strategic report

Achievements and performance

Invent

To close the gap in support for children and young people and adults, we need to use all available research and evidence to invent new ways of supporting all children, young people and families.

This means thinking differently about mental health. It means asking questions and learning from others so we can develop new ideas.

There's no richer source of insight and inspiration than the people who have lived experience of mental health problems and the conditions that create them. By working in collaboration with communities who have this expertise we can enrich our understanding and develop authoritative and authentic resources.

We want to ensure that interventions make the most of finite resources, particularly in times of financial hardship, so that we can help more people with less.

Developing interventions is only a part of the story. We will also ensure that our interventions are accessible and available to the millions of children and young people, and their families, who are currently unable to get support when they need it. This year we have developed digital approaches to provide high quality, low-cost, evidence-based support for professionals and the children, young people and families they work with.

Working in collaboration with communities, funders, schools, practitioners, parents and carers and, of course, children and young people, allows us to draw on a community of experts. It increases our capacity to reach more people and enriches our understanding. It helps us create better solutions. It allows us to invent and to start to close the gap between children and young people's mental health needs and the support that is available.

A new approach: anti-racism and mental health in schools

In collaboration with Black Learning Achievement and Mental Health UK (BLAM UK), Hon. Stuart Lawrence and the National Association of Head Teachers (NAHT).

43% of young Black people say that a lack of curriculum diversity is one of the biggest barriers to young Black people achieving in schools.

70% of young people who experienced racism at school said it affected their mental health.

88% of young people who responded to our survey said that racism affects mental health 'a great deal'.

56% of young people surveyed said that understanding the impact of racism on mental health was a problem.

For years, Black educators and students have spoken out about racism at school and the damage it causes to children and young people's mental health, their education and their life opportunities.

Although there are more resources on anti-racism for schools than ever before, until now there have been none on the serious impact of racism on mental health. To address this, we created and launched our Anti-racism and mental health suite of digital resources. From the start we collaborated with organisations and leaders with lived experience. Our chosen partners were BLAM UK and the Hon. Stuart Lawrence, campaigner, brother of Stephen Lawrence and a former teacher. The expertise of our collaborators informed and guided our work throughout.

Our next step was to listen to students. Almost 9 in 10 told us that racism affected mental health 'a great deal' and only around a quarter said their teachers had a good understanding of the issue. Teachers said they wanted more support. From these findings we crafted our resources.

In January 2022 we launched a series of five podcasts to promote discussion and explore practical steps for schools to take.

In March we followed these up with our e-learning resources. These resources were designed to encourage whole-school approaches to anti-racism and mental health by embedding anti-racist approaches in policy and practice. The e-learning includes guidance on involving students and gathering their views, and supporting students and staff who have experienced racism.

Backed by the NAHT we ran a promotional campaign, securing coverage in the education press, including Tes. Teaching unions and anti-racist organisations supported our social media campaign. We shared the resources through our learning networks and newsletters.

The results were emphatic. Our resources were downloaded 50,000 times. In total, almost 1,000 schools completed the whole e-learning suite, reaching around half a million children.

We will continue to promote this work next year to help schools prevent the harm to mental health caused by racism.

Impact of our anti-racism resources

Over 50,000 resources downloaded.

93% say the resources have helped improve their knowledge and understanding of anti-racism and mental health in schools.

921 schools completed our e-learning on anti-racism and mental health in schools.

" The podcasts will help professionals in children and young people's learning settings to gain a better understanding of topics that have been brought to the forefront of anti-racism work in light of Black Lives Matter. The importance and relevance of these topics have been overlooked over the last 15 years while I've been working in education. These podcasts can provide a source of learning during our busy lives and routines. It is a great way to gain insight and knowledge through bitesize sessions to understand these topics."
The Hon Stuart Lawrence, anti-racism campaigner and teacher

" I loved the videos as I felt connected to those in the videos discussing their experiences."
Teacher

" Fantastic resources to take away – clear concise and easy to share. I like the PowerPoint on microaggression – this will make a useful staff training."
Teacher

A public mental health approach for girls and young women: My Story and Me

In collaboration with the Centre for Mental Health, Gendered Intelligence, UCL, The University of Manchester, the University of Oxford and King's College London.

" My Story and Me is unique. It combines the principles of mentalization, sophisticated data analysis, user-led involvement and creativity to create a powerful, innovative and well-received tool for young women, who we know are experiencing higher levels of mental health difficulties. The validation of the experiences of some of these marginalised young people demonstrate both the power and value of working with people with lived experience of mental health problems. I'm very excited about the next phase."
Professor Julian Edbrooke-Childs, Head of Evaluation Anna Freud Centre, Professor of Evidence Based Child and Adolescent Mental Health, UCL

" I think the idea of having videos is amazing, because I remember when I went through my mental health journey, it was very much like, you know, you're given the medication and you're sent to therapy." Young person

No single group has experienced such an alarming rise in mental health problems as young women and girls. In 2017, one in eight young women aged 17–19 experienced a mental health problem. By 2021 this figure had doubled to one in four.

In January 2022 we decided to explore a new project, My Story and Me, to take the first step towards developing a public mental health approach for young women and girls. Our aim was to encourage young women and girls to talk openly about their mental health and to seek support at an early stage. We started by investigating the data, which confirmed that young women and girls were experiencing a higher level of difficulty than young men and boys, as were those who identified as non-binary or questioning.

Using this data, we worked with the Centre for Mental Health and Gendered Intelligence to find young women and girls to tell their own stories about their experiences of mental health on video. The young women and girls recruited were from diverse backgrounds, including minoritised ethnic groups and the lesbian, gay, bisexual, trans, non-binary, queer, intersex, asexual and other (LGBTQIA+) communities. Some of the young women and girls who took part were neurodivergent and some had multiple experiences of social exclusion.

They told us about multiple traumatic events in their lives, the pressure to conform to ideals about body shape and identity, and experiences of depression and anxiety. They asked for acceptance, support, empathy and understanding.

When we develop the fuller version of My Story and Me, we will share these videos with other young people and, after they have watched them, they will be able to record their own story based on three questions: who am I? What is my mental health story? How do I like my mental health to be supported?

The participants we spoke to about the idea of My Story and Me described the project as "unique", "much needed", and "adding value to existing interventions". They praised the videos for showing a range of diverse experiences and helping to break down the stigma about mental health, which they said was the biggest barrier to getting help.

The people we spoke to – both professionals and young people – agreed that My Story and Me could have an impact in improving quality of life, emotion regulation, mental health empowerment and wellbeing, as well as in decreasing loneliness, isolation, and mental health difficulties.

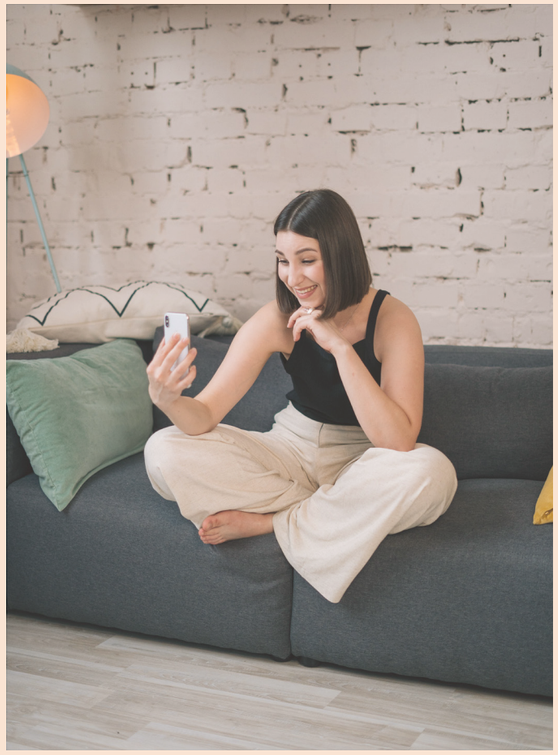
We believe My Story and Me has the potential to be a low-cost, sustainable, scalable and inclusive intervention. We will be developing and testing it further over the next two years.

95% of survey respondents liked the idea of the research.

93% would want to take part in the research, either as it is now or if changes were made.

93% would recommend the study to other young women and girls.

96% thought that other young women and girls would want to take part, either as it is now or if changes were made.



Improving interventions, reducing costs: People's Outcomes Database (POD)

The number of young people using POD has almost doubled this year to 47,697.

269,281 self-reports have been made, providing a rich source of anonymised data to improve the evaluation of interventions.

POD is used by 3,338 staff in 43 teams working in a range of organisations, including NHS trusts, local authorities, education settings, mental health services and charities.

Gathering information about interventions can be costly and time consuming. To help practitioners we have developed POD, our digital tool designed by and for mental health professionals.

It collects clinical feedback, such as responses to questionnaires about a client's mental health to help monitor their progress during treatment. The data is accessible in real time to both client and practitioner, helping to create an equal partnership between them. The data is collated in a single database so that researchers can learn more from practice. POD comes at a fraction of the cost of other monitoring tools and offers greater control for clients and better monitoring for practitioners.

This year demand for POD has almost doubled. It is now used by 3,338 staff working with almost 50,000 children and young people. It has been adopted by several NHS trusts, local authorities, charities and other settings and is also being used to train the workforce. We will continue to expand this service next year.

" POD has the potential to revolutionise our understanding of what works. It's flexible, scalable and low cost. It goes to the heart of reforming mental health processes by collecting better data than any other system and it empowers clients in a way that no other system does by giving them equal access to the data. Its potential is inestimable."
Claire Evans, Acting Director of Education and Training, Anna Freud Centre.

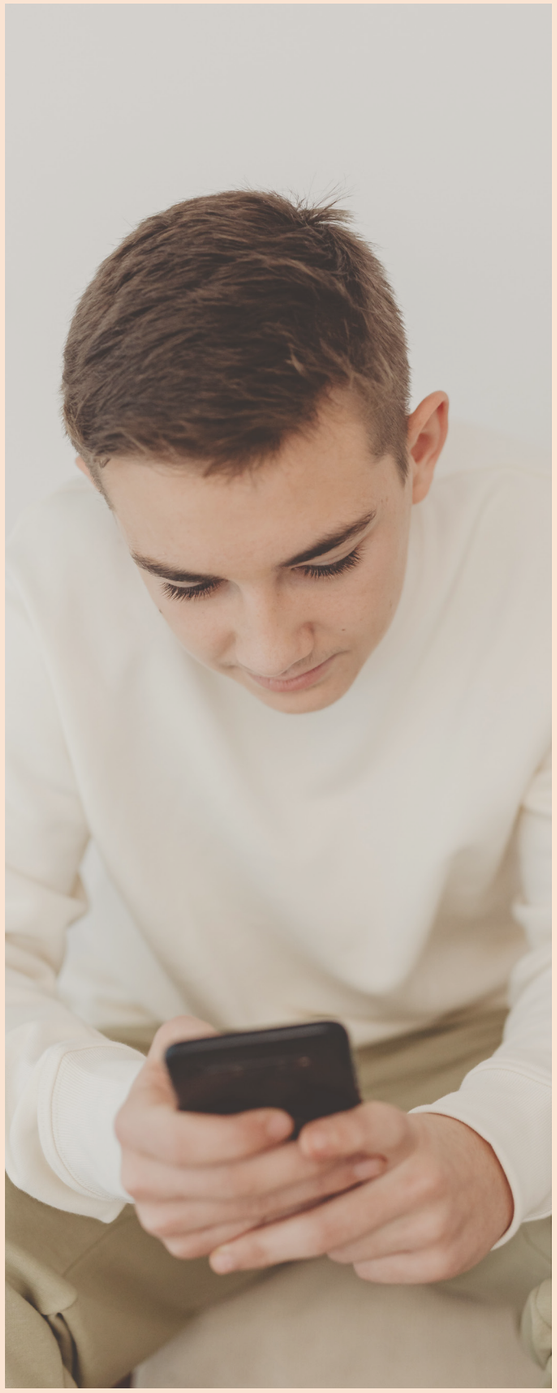
Adapting best international practice: Depression: Online Therapy Study

Face-to-face therapy is unavailable to many young people with mental health problems. Digital alternatives can provide low-cost, flexible and accessible intervention. This year we continued our work with colleagues in Sweden to develop and test internet-based treatment and to conduct the Depression: Online Therapy Study (D:OTS), evaluating this online, self-guided treatment for young people aged 16–18.

The treatment has been successfully trialled in Sweden. It includes text, videos and exercises on a website and access to a therapeutic support worker who provides feedback and online text-chat for up to 30 minutes every week.

This year we trained master's students to deliver the programme and published a feasibility study on adapting the intervention for the UK.

The findings were positive and although we haven't secured funding for a larger scale study, we will be making applications in early 2023 in order to fully test this promising intervention.



Achievements and performance

Evidence

For our evidence to have a social impact it needs to be based in the real lives of people who experience the hardships and problems that we want to prevent. Our commitment to evidence isn't just about facts and figures – important as they are – it's also about working collaboratively with children and young people to co-produce, understand and validate, and to empower marginalised communities.

We need to be smarter about the evidence we have and use it to better effect. We need to understand more about the root causes of mental health problems and how they emerge. Our work with communities helps us identify both risks and protective factors and what works for whom, why, and in what contexts. It helps us to support all children, young people and their families more effectively and use budgets more wisely.

Some of our work this year focused on the highly technical aspects of data sharing. For example, in the UK there are range of databases on children's wellbeing, but they don't talk to one another. In isolation, these databases only give us a partial view of children and young people's experiences. We want to change that.

This year we have worked on ground-breaking programmes to put these principles into action. We have started joining up data from a range of sources which we hope will eventually help us understand what works and to translate evidence into best practice.

Using evidence to transform communities: #BeeWell

In collaboration with the Greater Manchester Combined Authority and The University of Manchester.

What if we could work across a whole region in England to create a community approach to children and young people's mental health and wellbeing?

It sounds ambitious, but in September 2021 we launched #BeeWell to explore just that.

#BeeWell is the biggest project of its kind in the UK. It aims to put children's wellbeing at the heart of education and the community. The problem is that although we have good data on adult wellbeing in the UK, evidence on children and young people is drawn from smaller samples. Without evidence we can't understand the problems we want to solve. Without children and young people contributing their own experiences, we may not even be asking the right questions.

Co-production was essential, so we worked with young people from 160 schools in the region to create a survey that captures what is important to them.

In September 2021 we published the results from our first survey based on responses from almost 40,000 children and young people. Over 90% of all mainstream schools in the Greater Manchester region contributed, including alternative provision schools.

In January 2022 we broke down results for each individual school that took part, allowing them to explore findings by gender, free school meal eligibility, ethnicity, age and special educational needs or disability (SEND) status. We also offered support sessions to help schools interpret their data, evaluate their practice and develop new interventions.

In March we broke down the data by neighbourhoods and created dashboards which we shared with over 200 voluntary sector organisations, to help them review practice as part of what is fast becoming a community-wide response to children and young people's wellbeing.

We then anonymised the data and linked with other databases to help develop a deeper understanding of the factors that influence children and young people's wellbeing.

This is just the first year of #BeeWell. Our surveys will continue, capturing the changing hopes and needs of the population and allowing schools and community groups to monitor and develop their work.

We are now looking at how we can extend this model to other local authorities, with the ultimate goal of having wellbeing measurement in every school in the UK as part of a community approach to improving mental health and wellbeing.

72% of all schools across the 10 Greater Manchester local authorities took part this year.

This represents 53% of all young people in that age bracket in the city region and represents the biggest survey of its kind in the country.

Almost 40,000 children and young people took part in the survey.

"The level of engagement is amazing.We have schools and voluntary organisations, all looking at the findings to see how they develop – and to celebrate their strengths. The opportunities are huge. It shows how evidence can inspire change, if it's created and collected and shared in collaboration with young people and their communities. It feels that we are seeing the beginnings of a wellbeing movement in Greater Manchester."
Professor Jess Deighton, Director of Applied Research and Evaluation, Anna Freud Centre, and Professor of Child Wellbeing, UCL

" We're big fans of the #BeeWell survey here because thanks to its carefully crafted questions we've been able to elicit data and results from our students like no survey that we've done before."
Richard Foster, Assistant Principal of Eden Boys' School, Bolton

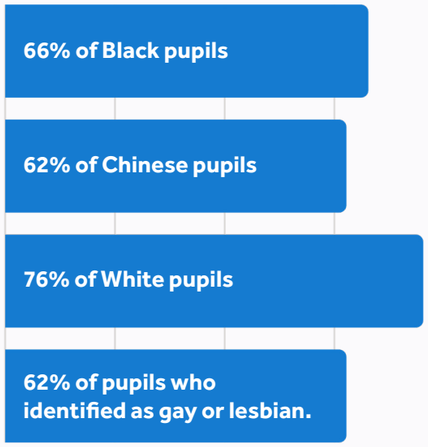
" Last year's inaugural survey received almost 40,000 responses from 160 schools. It is more than just a survey. It has inspired multiple new initiatives in schools and neighbourhoods across Greater Manchester. For example, last year the data told us that the life satisfaction average score for LGBTQ+ young people was 5 out of 10. This has prompted over £400k youth-led investment looking further into the life inequality and life satisfaction for those young people and a youth-led social prescribing project."
Andy Burnham, Mayor of Greater Manchester

Findings from the #BeeWell Me and My Feelings survey:

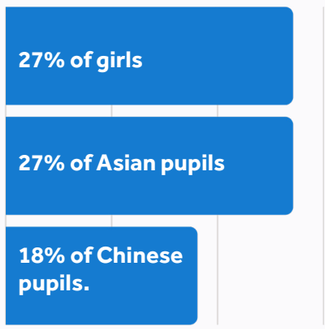
16% of young people responding to the Me and My Feelings survey reported a high level of emotional difficulties.

50% of non-binary young people reported high levels of emotional or behavioural difficulties.

Young people who can always or often do the things they want to do in their spare time:



34% of pupils reach the recommended levels of physical activity. This percentage is lower for certain groups:



Joining up data to identify mental health problems: Timely

In collaboration with the University of Cambridge, the University of Birmingham, the University of Essex, Eastern Academic Health Science Network, Bitfount, Kaleidoscope, Information Governance Services and AIMES.

In the UK, we collect a lot of data on children and young people's mental health, but most only looks at one aspect of their lives – such as health, social care or education – in isolation.

If we can combine this complex information into a single, anonymised database, we could build a better understanding of how and why children and young people develop mental health problems.

In January 2022, we won a grant to work with universities, data organisations and research bodies to explore how to bring together big data in a project we have called Timely.

Big data raises many ethical concerns, for example about how people feel about having their data joined up. To understand what their concerns were, we ran a series of workshops.

The findings were encouraging, with adults and children and young people strongly agreeing that linking data can benefit young people's mental health care provided it is done safely, transparently and in collaboration with young people themselves and their families.

The project will continue in 2023.

The results of our survey with the public showed confidence in developing a combined, single database (n=51).

Should multi-agency data be linked in a single database?

84% agree
Over 16s (including parents)

77% agree
Under 16s

How do you feel about the project overall?

90% say more positive than negative
Over 16s (including parents)

89% say more positive than negative
Under 16s

Do the benefits outweigh the risks?

86% agree
Over 16s (including parents)

77% agree
Under 16s

World-leading research: HeadStart

HeadStart research was awarded the highest accolade and was assessed as 'world leading' for its 'hig societal impact' by the Research Excellence Framework, the UK's body for assessing excellence in research in UK higher education providers.

In April 2022 our HeadStart research was awarded the highest accolade and was assessed as 'world leading' for its 'high societal impact' by the Research Excellence Framework, the UK's body for assessing excellence in research in UK higher education providers.

The HeadStart evaluation is the first ever large-scale, longitudinal investigation of a resilience-based approach in England. Started in 2016, HeadStart was a six-year, £67.4 million National Lottery funded programme set up by The National Lottery Community Fund.

It aimed to explore and test new ways to improve the mental health and wellbeing of young people aged 10–16 and prevent serious mental health issues from developing. The six HeadStart partnerships were based in Blackpool, Cornwall, Hull, Kent, Newham and Wolverhampton.

HeadStart has built up a database of over 65,000 children and young people and has already changed mental health policies in the local authorities it worked in, covering 300 schools across England. The final evaluation of HeadStart will be published in 2023.

Achievements and performance

Implement

On average it takes 17 years for research to be translated into practice. In the meantime, children and young people are unable to access the evidence-based support they need. Our ambition is to create a pipeline to speed up the process of implementing new interventions and reduce mental health problems.

We need to accomplish this to improve the experience of all children and young people, and their families, who receive an array of support from health, education and social care providers. This year we have explored how we can do so by co-designing and implementing new services in family hubs.

We also want to simplify the support that children in care receive to help them have a more stable home life. We know there's a lack of evidence about what works for foster carers, and we need to ensure that their vital work is supported by evidence that draws on their experiences.

In recent years we've seen a huge rise in moderate mental health problems which, if unsupported, can escalate. Yet we know from research that digital support can be a lifeline. This year we have piloted a service in schools and FE colleges which can provide timely help and can be delivered at scale, across the country.

Research, training, testing and co-production are all part of our implementation process, and we can see emerging evidence of their impact.

Improving life chances of children in care: Reflective Fostering research

In collaboration with UCL, the University of Hertfordshire, the University of East Anglia, King's College London and Kent County Council.

45% of children in care have a diagnosable mental health problem.

Half of all teenage foster care placements break down.

The National Institute for Health and Care Excellence (NICE) has identified a need for more evidence.

" Foster carers are a key agent of change in the lives of children in care. By supporting foster and kinship carers, we can help them to support the wellbeing of those children in their care, giving them the best chance to overcome adversity and thrive. Finding ways to better support foster carers is vital and this study will make a hugely important contribution."
Professor Nick Midgley, Chief Investigator of the Reflective Fostering Study, Anna Freud Centre; Professor of Psychological Therapies for Children and Young People, UCL.

There are over 80,000 children and young people in care in the UK, and the figure has risen by 20% over the last decade. Many are among the most vulnerable in society and may have experienced abuse, maltreatment and neglect before going into care. Around 45% have a diagnosable mental health disorder, often rooted in their early life experiences. Half of all teenage placements break down before the age 18, increasing instability in these young people's already complex lives. As NICE has observed, the needs of foster carers are under-researched and there is a shortage of evidence to support practice.

In September we launched the Reflective Fostering Study, a randomised controlled trial in partnership with UCL and funded by the National Institute for Health and Care Research. It aims to discover more about what works in supporting foster carers to look after the children and young people who are placed with them. With 720 participants, it is the largest ever UK study to evaluate a foster carer support programme. The study will test the Reflective Fostering Programme, a mentalization based intervention developed by the Anna Freud Centre to help foster carers build stronger relationships with children and young people.

The current research builds on previous smaller scale studies which showed promise. They found that the programme reduced carer stress and improved the child-carer relationship and the child's wellbeing. In doing so, the programme helped provide stability in lives that have experienced so much disruption.

This year we recruited 360 of the 720 foster carers and ran our first national meeting for all those involved in the study, including funders, foster carers and practitioners.

We secured additional funding for the programme to offer more opportunities for foster carers to become involved in our research. The funding will help make our research more inclusive and enrich our findings. The study will also give foster carers a more prominent role in developing evidence that meets their needs and will help recruit those foster carers and kinship carers whose views are under-represented in our current research.

A transformative approach to children's services: co-designing with sector and local leaders

" We have a shared mission with children's services to support the most vulnerable children and families. This year, by bringing together our combined expertise and experience, we have taken a major step towards developing new approaches to mental health support based on collaboration and co-design. We have developed new partnerships, extended our reach, shared our knowledge and learned from others as we continue our mission to tackle social injustice."
Andrea King, Director of Clinical Services, Anna Freud Centre

The number of children and young people with emotional health needs is the highest ever recorded in the UK. Two thirds of them don't get access to the help they need. There are record numbers of children in care and the cost of supporting them is rising. Children's services are caught in a vicious cycle of having to divert spending from preventative to crisis support.

It's against this backdrop that we began working with local children's services leaders.

With the Local Government Association and the Association of Directors of Children's Services, we developed an offer for local children's services that met the needs of children (including infants), young people and families, working across social care, health and education services.

Almost immediately after launching our offer, we received around 70 requests from a range of voluntary and statutory organisations asking for our support to co-design services, develop local strategies and provide training.

By the end of August 2022, we had trained all lead members for children's services in the emotional health needs of children. We now offer support to almost every director of children's services.

This year organisations from the voluntary sector, including YMCA, Centrepoint and StreetGames, approached us for training and strategy support. Education Business Partnership, which supports young people preparing for employment, asked us to help with their mentoring schemes for young people.

We developed our services further, running workshops for senior leaders on integrated care systems (ICSs) – the new framework for mental health, social care and physical health integration. From these workshops we received requests to build and co-design ICSs to bring together mental health, physical health and social care systems to help support the most vulnerable children and young people and their families.

Co-designing with sector leaders has brought us to a new audience of strategic children's services leaders. These alliances will allow us to develop and help implement new strategies, based on evidence-based interventions, for families on a scale we couldn't have imagined last year.

We will expand this work next year to further develop our work with physical health services, and in year three we will focus on criminal justice.

Support offered to directors of children's services across 75% of the country.

100% of all lead members for children's services trained.

Delivering online mental health support to schools: Schools and Colleges Early Support Service

In collaboration with Mind.

In our pilot we:

- **worked with 42 schools**
- **supported 1,453 parents and carers**
- **reached over 1,500 children and young people.**

The pandemic had a huge impact on children and young people. A survey by Mind found that 68% of young people said their mental health got worse during lockdown. One in four said they did not access mental health support because they did not think they deserved it, and a quarter tried to access support, but couldn't.

These figures and other research identified a major gap in support for young people with mild to moderate mental health problems. Without help these problems could escalate, causing harm to millions of young people.

Our response was to develop the Schools and Colleges Early Support Service (SCESS). The service provides free and accessible online support for young people. One-to-one, group and peer support are available. The SCESS is a whole-school approach and includes support for school and college staff and parents and carers. It offers confidential teacher wellbeing sessions, while parents and carers can take part in wellbeing check-ins and group sessions offering strategies and tools to support young people.

This year we successfully piloted the service, working in 42 schools with over 1,500 young people, parents and carers and school staff. We trained up teaching assistants to deliver our peer support services, reaching thousands more students.

We tested face-to-face support for parents and carers and ran a series of webinars for them. We covered topics such as self-harm, anxiety and adolescence, school transitions and supporting young people through exam stress. The webinars were attended by 1,453 parents and carers and were overwhelmingly well received.

Following a successful evaluation, we manualised SCESS practice to ensure that delivery of the service is consistent and of the highest quality as we roll it out.

In the second half of the year, we worked with Mind to expand the service for the 2022–2023 academic year. Our aim is to reach an additional 200 schools by March 2023.

SCESS is a scalable model which can be rolled out to all schools across the UK. It can play a huge role in reducing children and young people's mental health problems, improving family relationships and supporting schools and colleges.

> **" Listening to other parents makes you feel that you're not on your own. Definitely made me rethink on how I was supporting my son through difficult times."** Parent/carer

> **" There is a huge gap in meeting the needs of children with moderate mental health problems. We believe that if we can scale up this service across the UK, it would provide a chance to promote wellbeing and protect hundreds of thousands of young people, their families and their schools, from the debilitating impact of worsening mental health."** Jaime Smith, Director of Schools, Anna Freud Centre

> **" Things are looking up and I am using strategies that you taught me and more to help. [...] I will use this experience and the skills I have gathered for the rest of my life."** Young person

> **" I think for us, so far it's been a saviour and a positive path to direct our parents."** Deputy head

The road to recovery: The Knowledge and Understanding Framework

In collaboration with West London NHS Trust.

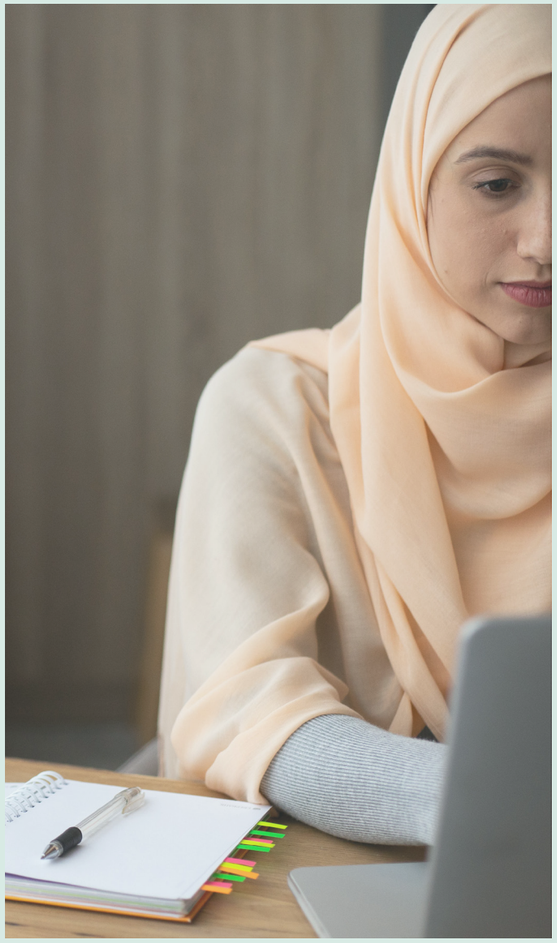
People with a diagnosis of 'personality disorder' (the term 'personality disorder' is widely understood, but is also recognised to be deeply stigmatising by many) are among those most neglected by mental health services. Without support they are at high risk of suicide, substance misuse and risky and offending behaviour. Yet with evidence-based treatment, recovery is possible.

The Knowledge and Understanding Framework (KUF) is a programme for professionals working across health, social care, criminal justice and the voluntary sector to support people with a diagnosis of 'personality disorder'. KUF is produced and delivered by trainers with lived experience and clinical expertise using a trauma-informed approach.

The training aims to improve staff confidence and competence. This year, having already carried out a training needs analysis, we have been evaluating the training which has been delivered to 6,000 professionals in its first year.

We have also started to develop e-learning resources for GPs and primary care staff. The training will be free and accessible to all working in primary care to support people with complex emotional needs.

> **" People struggling with complex emotional needs, often associated with a diagnosis of 'personality disorder', are often badly misunderstood and let down. They can have difficulties making relationships and are often vulnerable to changes in mood which can lead to self-harm and even suicide. By bringing together evidence and co-producing and co-delivering training with people with lived experience, we can help them feel more understood and provide better support to people when they need it."**
> Claire Evans, Acting Director of Education and Training, Anna Freud Centre



Implementing joined-up thinking in children's mental health: the Link Programme

This year the programme worked across 50 local authorities, with 2,416 participants attending 202 separate sessions. The feedback from participants was very positive with 99.6% finding the sessions helpful and 96.3% reporting that the sessions had improved joint working.

What delegates said

" The session was interesting and positive, lovely to feel the willingness of professionals to work together to make things better."

" It is useful to work via generated actions/SMART target setting. It keeps the priorities focused."

" This has been a hugely important piece of work, and has helped."

This year was the final year of our Link Programme. The programme brought together professionals from health, local government and education settings to improve joint working at a local and regional level across England. It aimed to prevent mental health problems escalating by improving understanding across all agencies and giving children and young people the support they needed when they needed it.

Teachers, school leaders, mental health professionals and commissioners of services joined workshops over two days to identify priorities in children and young people's mental health. They then agreed a plan and set up processes and systems to implement their plan.

Achievements and performance

Teach

We believe that children and young people's mental health is everyone's business. Not everyone needs to be an expert, but we want to empower all those engaged with children and young people to have the skills and confidence to signpost and support.

This means providing training for early years workers, teachers, senior mental health leads, school leaders and governors. We need to train leaders in local authorities and ICSs to develop systems change and encourage joined-up thinking.

We also need to train tomorrow's practitioners and researchers if we are to make a lasting impact and transform children and young people's mental health. We already deliver postgraduate courses with UCL, one of the UK's leading universities for psychology, and we partner with others. Over the next few years, our aim is to create the leading portfolio of postgraduate child mental health programmes in the UK.

The best practice is informed by a diverse workforce and this year we have offered bursaries and scholarships to students from underrepresented groups. We have also continued to work with experts by experience to make sure our training reflects their lives.

Over the next five years we aim to empower parents, carers and others who impact the lives of children and young people, and to train the next generation of mental health practitioners and researchers to close the gap in support.

Transforming the workforce: expanding our postgraduate programmes

In collaboration with UCL, Health Education England and NHS England.

Over the last year we have been contributing to the national curriculum group (NCG), as part of our drive to offer training and qualifications that best meet the mental health needs of children and young people.

We have already helped establish the education mental health practitioner (EMHP) role. This new role is a central part of the government strategy designed to reach children and young people with low to moderate mental health problems, such as mild depression or anxiety, who don't meet the threshold for child and adolescent mental health services (CAMHS). EMHPs play a key part in preventative mental health by providing timely support in educational settings. In 2022, 44 students graduated from our EMHP programme, one third of them from minoritised ethnic groups.

We also converted the child wellbeing practitioner (CWP) programme to a postgraduate diploma this year, to put it on a par with the EMHP qualification. This means that both qualifications are now fully recognised as psychological professions.

Once qualified, EMHPs and CWPs will build better links within the community and will work with schools and colleges to promote whole-setting approaches to mental health and wellbeing. They will provide low-intensity, guided self-help practice for children and young people, informed by cognitive behavioural therapy.

Through the NCG, we have also been developing the national curriculum for the senior wellbeing practitioner programme to help expand and train the mental health workforce.

This new programme will offer qualified EMHPs and CWPs an opportunity to develop their career. We hope that it will support staff retention too. The senior wellbeing practitioner programme will welcome its first student intake in January 2023.

We are well aware that we need a more diverse workforce, and this year our postgraduate services have offered a series of bursaries and scholarships to encourage students from underrepresented backgrounds to apply. Where people from minoritised groups don't meet the usual eligibility criteria but have experience in mental health and can demonstrate aptitude, we have agreed to make a case to suspend the usual regulations, to open up access to students from more diverse backgrounds.

Our teaching programme is expanding. We now run eight postgraduate programmes and three research programmes. Student numbers have risen this year to over 350 and we are aiming to increase student numbers by over 25% over the next year, when we will be launching a new online Postgraduate Diploma in Child and Adolescent Psychology in Neuroscience in Practice.

Supporting services to help people with multiple needs: adaptive mentalization based integrative treatment

Evaluations of the impact of adaptive mentalization based integrative treatment (AMBIT) on services have found:

60% reduction in the number of psychiatric hospital days.

40% saving in treatment costs.

82% of young people remained with their families, showed improved family relationships and reduced behavioural difficulties.

56% of clients had significant improvements in their overall life functioning.

AMBIT is an approach we have developed to support teams to offer help for people who have multiple needs and who, for a range of reasons, find professional help hard to trust.

The AMBIT programme provides consultation, training and supervision to teams or whole systems working with a range of age groups, in a range of settings: health, social care, youth provision, education and justice.

We developed AMBIT because young people with multiple and complex needs were underserved in existing services. Designed for professionals working with young people at risk, AMBIT balances four elements: the perspective and experiences of the young person, how the team works together, working with wider networks and sharing learning. AMBIT includes a manual where practitioners can share and adapt their own learning.

This year we were commissioned to deliver 43 AMBIT training sessions for 1,108 participants, including training funded by Health Education England for the children and young people's crisis workforce. This training was attended by hundreds of practitioners from professional backgrounds including paediatric staff, CAMHS staff, crisis call handlers and paramedics. The Health Education England training was oversubscribed, with a waiting list of 804 people.

We also offered ongoing supervision for NHS and social care partnerships wanting to improve risk support for young people in Greater Manchester, and for the pan-London 'personality disorder' pathway, a partnership between the NHS, the National Probation Service and the voluntary sector working with people in the justice system.

We supported Barnardo's in their work with young people affected by gang involvement and criminal and sexual exploitation, and we worked with Catch-22 on supporting women whose children have been removed or are at risk of being removed from their care.

At present there is a six-month wait for our services. Over the next financial year, we will be exploring how we can invest further in AMBIT to meet this demand and offer improved support to teams from health, education, justice settings, the voluntary sector and social care systems nationally and internationally. Since we created AMBIT in 2008, evaluations have found improvements in people's lives and reductions in the need for intensive and expensive treatments. However, we need to develop a more robust evaluation strategy and we will focus on this over the next financial year.

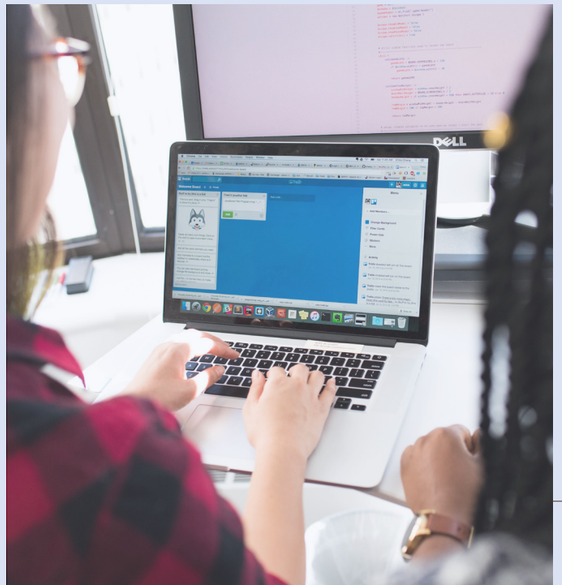
Alleviating trauma: UK Trauma Council training

In collaboration with leading experts across the UK.

One in three children in the UK experience a potentially traumatic event. The UK Trauma Council (UKTC) is a UK-wide project of the Anna Freud Centre which aims to radically improve the help children and young people receive.

The impact of trauma on children's lives can be devastating, altering brain function and increasing the risk of later mental health problems, yet the signs can be easily missed or misinterpreted, even by experts. This is true both of single traumatic events and complex trauma caused by events that happen over time, such as abuse, domestic violence or neglect.

As part of our commitment to supporting all those working with young people, we have developed a portfolio of training courses. This year we delivered 11 courses to 305 professionals in health, social care and school settings. We were also commissioned to run a practitioner course for Barnet Integrated Clinical Services, as well as training for Child Bereavement UK and Curse Bereavement Support.



Systems change in schools: Senior Mental Health Lead training

166 training events delivered.

1,157 senior mental health leads trained.

99% approval rating from attendees.

The Senior Mental Health Lead (SMHL) role emerged from discussions between the Anna Freud Centre and the government several years ago, and in September 2021 we launched our accredited training for SMHLs. We fast became one of the most popular providers of SMHL training in the country. Altogether we ran 166 events, training 1,157 SMHLs to great approval: 99% of delegates said they would recommend the training.

The training has provided SMHLs with the practical skills to identify and support students' mental health needs, to measure pupil wellbeing and to work in partnership with local mental health services. The aim is to give SMHLs the understanding and skills to develop a whole-school approach to mental health and wellbeing and create lasting, sustainable, long-term change in schools and colleges.

Next year we will continue to develop our training offer to reach more education professionals. We will also develop a new SMHL training offer with in-person training options.

What delegates said

" In my 10 years of teaching it was simply the best course I have ever gone on. I learnt so much and really can't wait for the next!"

" I feel like I have clear next steps for what I'd like to do and feel very motivated to go back and talk to the senior leadership team about what we can do!"

Preventing exclusions: All on Board training

In collaboration with Pears Family School (founded by and supported by the Anna Freud Centre).

Half of all children permanently excluded from school have diagnosed mental health problems, and only 1 in 100 achieve five good GCSE grades. They are more likely to be receiving free school meals and to be from a minoritised ethnic background.

Pears Family School, founded and supported by the Anna Freud Centre, has an extraordinary record of helping children and young people return to mainstream education. Within four terms, 60% of pupils from Pears Family School return to their previous school and 95% of them remain there.

The All on Board programme aims to share learning from Pears Family School to reduce exclusion and the lifelong risks it can cause. Developed to meet the recommendations of the *Timpson review of school exclusion*, the All on Board training supports staff to develop partnerships with parents and carers and to adopt systemic approaches to improve outcomes for children and young people. This year the programme delivered training to 420 mainstream and alternative provision professionals across the country.

" The training has been invaluable. Having the time to listen to tried and tested methods in such an important area. If we don't engage and work with parents, there are so many children that we are just not going to reach."
Feedback from All on Board training

98% said they would be 'very likely' or 'likely' to recommend the training.

90% felt more confident in building a more complete and helpful understanding of student's presenting issues as a result of the training.

88% agreed that as a result of the training they have reflected more on the skills needed to engage parents and carers effectively.

" Our work with the Anna Freud Centre [...] has enabled us to build greater capacity within our sector through authentic CPD that works. Furthermore, we are seeing more efficient and effective practice in schools as a consequence of the training. Teachers and leaders are now drawing upon the best evidence of what works from the mental health sector and in doing so bringing the language and practice of education, health and social care closer together."
Marc Cooper, Director of Vantage Teaching School Hub

Achievements and performance

Connect

The change we want to see in children and young people's mental health will only be possible if we connect people. For many years we have been building learning networks of professionals across social care, early years, schools and FE colleges and mental health, all of which have grown this year. Through these networks we share learning, offer training and develop resources.

These connections allow us to learn more about how to support the mental health needs of children and young people and their families. Our collaborations with statutory services, voluntary services, schools and FE colleges, and communities help us build and share our knowledge of evidence-led practice. We are also building connections with minoritised ethnic communities, enriching our learning and extending our understanding of mental health needs across different cultures, and ensuring that a diverse range of voices are at the heart of our own learning processes.

This year we launched our National Centre for Family Hubs, a programme of work which connects local authorities, professionals across all agencies, community-based partners, the voluntary sector and local communities themselves to co-produce support and services to meet local needs.

Transforming mental health requires us to make connections with all those engaged in children and young people's lives, in order to deepen understanding and reimagine services. It allows us to move beyond professional perspectives and include the input needed to provide services that our communities really want and need, and can own and access.

A new national network: National Centre for Family Hubs

In collaboration with 75 local authorities, the Department of Health and Social Care and the Early Intervention Foundation.

In October 2021 we launched the National Centre for Family Hubs (NCFH), a flagship Department of Health and Social Care funded programme designed to ensure all children, young people and families can access a network of local services across the whole of England.

The NCFH is practice-led, evidence-based and, most importantly, informed by the needs and lived experience of children (including infants), young people and families

In November 2021, we launched the NCFH at a conference where the Children's Minister, Will Quince, gave the keynote speech. We published a new website which includes a resource library and provides toolkits that offer evidence-based guidance. We also set up a team of expert consultants to support local authorities and created the NCFH learning network, connecting professionals across the country.

The NCFH has evolved into a dynamic resource, coordinating, updating and sharing new evidence and experiences and connecting professionals from health, education and social care.

The growth of the NCHF has exceeded all targets and we are well on the way to laying the foundations for a national network of family hubs across the country. Family hubs are already active in 8 out of 10 local authorities. Professionals from every single local authority in the country have attended our conference and events.

Between April 2021 and September 2022, we launched over 22 regional events for practitioners and commissioners to share information and learning.

Engagement in the NCFH has also surpassed expectations. We were expected to deliver 2 national events each year to 100 attendees but ran 13, reaching almost 3,000 people from over three quarters of all local authorities. Since the launch of the NCFH we have regularly added to our toolkits and online resource library.

Our free NCFH network, which shares learning updates, news about new developments and information about events, has grown and now includes 1,200 members from almost every local authority.

" The NCFH has surpassed even our own expectations. The demand for this work is both astonishing and welcome and we have adapted and expanded our work to support local authorities. The hubs will play a critical role in transforming the strategic landscape of support for vulnerable families and at the same time capture and share learning which will ensure services are of the highest quality. It's a wonderful example of what can happen when the voluntary and public sectors work together to scale up support for the most vulnerable families."

Andrea King, Director of Clinical Services, Anna Freud Centre

" Our ambition for family hubs is for these to be a central point of contact for families, easing the burden of having to find the help they need or repeat themselves to different people, and to deliver this we recently announced £82 million to support 75 areas to create a network of Family Hubs."

Will Quince, Children's Minister, November 2021

Continued growth of family hubs

In the 12 months ending in August 2022, enquiries rose by 271%.

Reached 80% of local authorities within 12 months. Our target was to reach 33%.

600% increase in the NCFH network, from 200-1,200.

" The family work in Westminster has really developed with the integration of youth hubs and family hubs and what we've been seeing now is youth hubs having a more family focused approach."
Phil Barron, Chief Executive of Young Westminster Foundation

International network on mentalization

This year we have worked with researchers around the world to test and develop our understanding of mentalization.

We have worked with partners in Portugal and the United States on using mentalization based treatment (MBT) as an intervention for children with a parent who has a diagnosis of 'borderline personality disorder'. We have collaborated with colleagues at the University of Copenhagen in Denmark who are running an evaluation into MBT for children in foster care. We also worked with Istanbul Bilgi University in Turkey, providing training for therapists as part of a study on MBT with children.

The international demand for AMBIT support has grown consistently in recent years and we expect this trend to continue. We have trained practitioners and teams from Europe, North America and Australia. In the last year we have been in discussion with Spanish colleagues to open a Centre of Excellence in Barcelona.

We also created an international network for researchers investigating MBT in children and we regularly meet with colleagues in the UK, the Netherlands, Spain and Chile.

Peer support for parents and carers: Parent Platform

Peer support is increasingly recognised as an essential tool in supporting the mental health of children and young people and their families, including families with infants. However, parents have told us that although they would like to talk to others with similar experiences, there are few opportunities open to them.

Our Parent Platform is a major piece of work, developed with our Parent Champions, to create a digital space where parents and carers can learn from each other, share experiences and build a supportive network. This year we tested various formats of the platform, focusing on infant attachment and targeting parents and carers who are not engaged with our services. However, after completing our market research we decided to expand our audience and work on designing a platform open to all parents and carers.

The Parent Platform aims to shift power from the hands of professionals into the hands of experts by experience. It will allow parents and carers to triage and search content to meet their needs. Our next step is to test this model, with parents and carers acting as volunteer peer moderators. We will be launching a pilot of the platform in 2023.

Expanding our networks

Our digital expansion has helped us connect to an increasing number of professionals in the UK and across the world. Compared to the previous year, this year we more than doubled the number of free training events we delivered to 37.

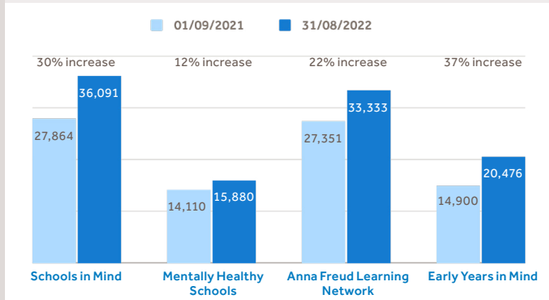
Our most popular was a webinar – Childhood Trauma, the Brain, and the Social World – which 4,500 people registered for.

We have also run themed events to expand our reach and encourage debate on mental health. The *So What?* seminar series was relaunched in January 2022 to explore the implications of research findings. Our *Transformation Seminar* series continued with contributions from Professor Sir Michael Marmot on inequality and Sir Louis Appleby on suicide and self-harm.

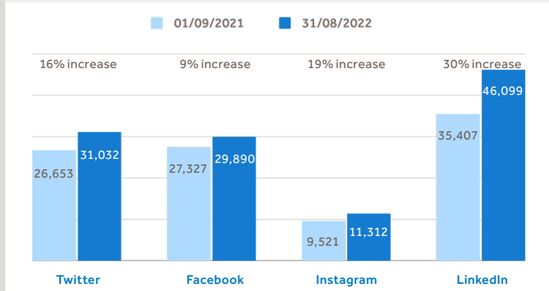
Our learning networks have continued to grow and now reach over 150,000 professionals in early years, education, mental health and beyond. The networks share information, research and resources.

We have a highly engaged social media audience. Our platforms provide an important channel for engaging with professionals, publicising our events and distributing our resources and research findings. Promoting our work in the media has also increased the profile of the Anna Freud Centre and interest in our work. Our audiences continue to grow.

Year-on-year increase from 1 September 2021 to 31 August 2022 in our newsletters and digital networks



Year-on-year increase for social media platforms



Achievements and performance

Influence

To close the gap in mental health, we need to speak out and influence those in power.

Our model of influence is a collaborative one. We work with people to create change, whether we are operating in the heart of government, co-designing services with local authorities or directly supporting schools, colleges and voluntary sector organisations. We work within systems to help create strategic change for all children and young people. When we fight for social justice, we do so using evidence and unflinching determination.

We share our research and evidence with national and local governments, health authorities, schools and colleges and the organisations that work with them. We amplify the voices of children and young people from all backgrounds, and their families, so that they are heard by legislators, policymakers and commissioners of services and so that practice and policy is informed by their experience.

We strive to make sure that our scientific evidence is available and accessible to all who have contributed to it and all whose lives are impacted by it, including practitioners, parents and carers and children and young people.

Working at the heart of Westminster: pan-governmental working group

Our success with the NCFH has opened up opportunities to steer national strategy.

Although only in its first year, the NCFH is now operating at the heart of government policy. Our teams attend fortnightly planning and coordinating discussions with the Department for Education and the Department of Health and Social Care. The Anna Freud Centre chairs a new pan-governmental working group of 64 leaders across 12 government departments and 34 different programmes. The working group meets quarterly to promote integration across government departments. This is a key national programme with the potential to transform services for children and families across the UK, including families with infants. We are now in a strong position to coordinate and drive integrated working practices.

One of our most significant achievements was securing an increase in investment in family hubs in the spending review. The additional funds enabled us to expand our reach and local authorities to develop additional services for children and young people and their families.

We have also been successful in influencing at a local and regional level, supporting local leaders to co-design new help with local communities. Our clinical director was invited to speak to the Local Government Association about family hubs and presented our approach to lead members of children's services and deputy leaders of councils.

We have now presented our work at three local government conferences and we have been invited to take part in several other regional events.

We have also shared our experiences of family hubs with ICS leaders, to encourage collaboration across health and social care and to help them develop preventative systems to protect children and young people.

In June we attended a faith sector leader summit held in the House of Lords which has led to further invitations to share our work in the next financial year. We have also been invited to chair and lead a NCFH working group for faith sector leaders.

Supporting mental health and wellbeing in schools and colleges in Jersey

In November 2021, our schools division and our Child Outcomes and Research Consortium (CORC) were commissioned by the Government of Jersey to review mental health and wellbeing support in all schools on the island. The team interviewed staff, ran focus groups, surveyed education staff and reviewed schools' mental health and wellbeing policies.

Following the research process, our team provided training workshops and individual school development sessions to promote a whole-school approach to mental health and wellbeing. Our evaluations showed that 95% of those who attended found these sessions 'extremely' or 'very' helpful.

Our review included recommendations on how to better support children and young people's mental health and wellbeing and a suggested schedule and framework for training. The successful completion of the contract has led the Government of Jersey to commission further training for all schools on the island in the 2022–2023 academic year.

Defining trauma: our response to the independent review of children's social care

Promoting better understanding about the impact of trauma is a key role of the UK Trauma Council (UKTC). This year the UKTC contributed to the independent review of children's social care in England.

The review focused on improving the child protection system, supporting families to care for children and providing the best possible help for children who cannot stay with their parents.

As part of the review, we submitted nine evidence-based principles for working with children and young people with complex trauma, which we defined as those who have experienced multiple events involving interpersonal threats during childhood or adolescence. We also provided evidence on why and how complex trauma emerges and what makes some children more susceptible to trauma than others.

The review's final report, which was published in May 2022, included the UKTC's definition of complex trauma alongside a link to the UKTC briefing on complex trauma policy principles. The UKTC's briefing has been downloaded more than 3,900 times.

" The UK Trauma Council, composed of some of the leading experts in the field of childhood and developmental trauma, has supported the review by developing a definition and set of principles for how to work with complex trauma in children's social care which offers an excellent starting point."
The independent review of children's social care: final report (p. 171)

UKTC's nine principles of complex trauma, included in the independent review:

1. Establishing a common definition of complex trauma.
2. Promoting and stabilising trusted relationships.
3. Cultivating supportive interactions.
4. Actively enabling young people's agency.
5. Recognising adaptations and building social connections.
6. Holistically responding to multiple needs.
7. Providing evidence-based interventions.
8. Tackling contextuality and systemic factors.
9. Supporting the workforce.

Reducing the impact of parental conflict on children

Parental conflict can have devastating consequences on children's lives. Tackling this issue is a government priority, and for the last four years we have been working with the Department of Work and Pensions (DWP) to share our clinical expertise.

Our No Kids in the Middle programme, an intensive face-to-face programme aimed at reducing the impact of parental conflict on children, was paused because of Covid. However, following discussions with the DWP, we adapted the programme and designed, delivered and evaluated an online treatment package for parents. The work was completed in February 2022 and proved to be highly successful, with both parents and children reporting significantly improved wellbeing.

In March we launched a new training course aimed at providing frontline staff with skills to support families in conflict by helping them develop child-centred goals. In May we were invited by the DWP to the House of Lords as a mark of our contribution to their successful Reducing Parental Conflict programme.

Over the next twelve months we will re-launch No Kids in the Middle work and continue to disseminate our expertise. We will also explore opportunities to build the evidence base for interventions that reduce the impact of parental conflict on children.

What parents said about Family Ties online help for parents in conflict:

" My children liked the idea that sort of mum and dad were getting help, I think that's a good way of thinking about it. And that's certainly how they articulated it when we got to the end."

" There was a genuine sense when we got to the end, I wouldn't say it was euphoric, but there was a genuine sense of we were happier."

" It really made me look deeper at myself and the things I might have been doing, unintentionally [...] I certainly feel that I've managed to come back to a place where I can check myself."

Achievements and performance

Changing ourselves

Our final strategic goal is to change ourselves by improving the way we work.

EDI must be embedded in everything we do. We know that unless we live our values and deliver for all children, young people and families, including those from minoritised and underrepresented groups, we will fail in our ambitions.

We need to create more opportunities for people to engage with our work, whether it's as a potential member of staff, a paid intern, a professional or a member of the public. Our training offer must take into account that not everyone can afford to pay. Our research needs to be accessible to all who participate in it.

We want our organisation to develop, learn more about activism and engage in the issues that affect the lives of the people we work with. This year we have launched a programme for staff to campaign in support of the local community around our head office.

Participation and co-production are central to our work and children, young people and families are at the heart of everything we do. This means creating opportunities for children, young people, parents, carers and their communities to take a leading role in our work.

Promoting diversity at work: Researcher Internship Scheme

What our interns said

" The internship is amazing in giving people experience that they otherwise would have had difficulty getting, especially due to its flexibility. One important thing that came from the internship is the mentorship – having meetings to discuss further education and work experience. Also expanding your professional network."

" As a Black woman who has continuously sought out research opportunities, words cannot express my gratitude for this internship. I really do hope the Researcher Internship Scheme continues for years to come, providing others with the same amazing opportunity I was given."

" It's been such an amazing experience where you can contribute to meaningful work whilst learning as you go along. The people here are so passionate about what they do so finding out more about the range of projects running at the Centre was always an illuminating experience."

Psychology and academia are two professions in which minoritised ethnic groups are underrepresented. We need a more diverse workforce not only for reasons of equity, but also because we can only become an effective organisation with a workforce that better represents those that we wish to serve.

One of the ways we have tried to address this is through our internship programme. This year we continued to offer paid internships in recognition of the financial barriers that can prevent people from taking up internship opportunities.

We identified six young people whose experience would enhance the research community but who may not otherwise have an opportunity to take the next step in their careers. This year the scheme was open to those from minoritised ethnic groups and those with experience of mental health problems.

The interns were all welcomed, supervised and given opportunities to contribute to meaningful projects. This included a literature review for the Department of Health and Social Care and supporting the Emotional Regulation in Children (ERiC) research project. Interns carried out research and collated resources on anxiety and low mood for 16–25-year-olds. During their internship they learned technical skills, for example how to use survey platforms. Finally, we invited those who were comfortable, to present to Anna Freud Centre colleagues about their experiences of their internship.

When we evaluated the scheme our interns, without exception, said that they valued their experience at the Anna Freud Centre, just as we valued theirs. They found the Centre welcoming and spoke of the experience improving their confidence and skills. They said they felt well supported and that they had a safe space to speak about their experience.

We believe that we have made a start in encouraging more young people from diverse and marginalised communities to contribute their professional skills and lived experiences to improve our work.

Promoting active citizenship: Citizens UK training programme

In collaboration with Citizen UK and Hackney and Islington community groups.

The Anna Freud Centre's head office is based in inner-city London, in an area that has some of the highest rates of deprivation in England. We feel that as an organisation that values social justice, we need to be engaged in supporting the communities in which we work.

This year we joined Citizens UK, a charity describing itself as a 'people power alliance' which specialises in promoting community activism. Five members of our staff joined as part-time community organisers, funded by the Centre, to learn about community leadership and to join local campaigns after taking part in an initial Citizens UK training course on activism.

After the course, our organisers set about working with local individuals and organisations, campaigning on issues including supporting local asylum seekers, supporting the London Living Wage, anti-racism and improving education for children with SEND. We learned how people weren't able to find work because of discrimination and how local businesses could support them. The programme ran during local elections and our staff learned about representing campaign goals to local politicians.

Throughout their work, our organisers shared their experiences with colleagues at the Centre to inform our work as an organisation and to help us all understand what it takes to be a good citizen. Community organising is described as a way of bringing people together to find out what they care about and acting on it together to achieve change for the common good, and is something that we want to encourage all our staff to be involved in.

Ultimately, we want to cultivate a culture at the Centre based on engaging and building trust with our different communities as we explore participative and inclusive ways of improving our research and practice and understanding and generating change.

We have renewed our partnership with Citizens UK and will continue to promote activism next year.

Supporting our people

A fairer deal for staff

This year we announced a new pay policy to continue to attract, retain, develop and reward the talented people who make up our workforce, and reviewed our pay bands to create a transparent salary scale.

Until this year, many of our staff have been employed on fixed-term contracts which can make it difficult to access services or buy a home. In November 2021 we reviewed all of our 230 fixed-term contracts and by September 2022 we made over 110 of them permanent to give staff more financial security. The remaining fixed-term contracts are mainly for those who choose zero-hour contracts or are for maternity cover for people in very short-term roles.

We are signed up to the London Living Wage, but we wanted to do better. This year we increased our minimum salary to £24,500 for full time staff, giving a significant wage increase to our lower-paid members of staff.

Promoting wellbeing

We feel a particular responsibility to promote wellbeing in the workplace. This year we have continued our invitation to all staff to spend one Wednesday afternoon a month taking part in a wellbeing activity unrelated to work. We have also continued to end our working week at 3pm on Fridays.

We regularly run breakfasts for all staff to help them get to know each other. We also provide themed lunches accompanied by a short presentation to highlight cultural events, such as Eid, or significant times of the year, such as Black History Month, as part of our commitment to inclusivity.

We offer an employee assistance programme (EAP), providing free counselling and advice to all staff. The service is provided by an external company to ensure confidentiality for staff. This year EAP services were accessed over 60 times. We also have nine trained mental health first aiders available to support staff.

Shaping our future

We want all staff to have an active role in shaping the Centre's future. This year we expanded our bi-monthly EDI surveys to explore new ways of working, staff wellbeing and responses to our Closing the Gap strategy.

The surveys, which are run by an independent organisation, are anonymised and go out to all staff. Results are shared, unfiltered, throughout the organisation as part of our commitment to transparency. All managers receive a presentation of the findings to discuss with their teams and to help them review their own ways of working.

Sustainability

We recognise that anxiety around climate change can have major implications for the mental health of children and young people, and therefore take our responsibility to reduce our carbon footprint very seriously. Our national centre, which opened in 2019, was built to meet the highest standards using sustainable materials, windows that generate heat, recycled water and natural light and airflow systems.

Streamlined Energy and Carbon Reporting

The Anna Freud Centre is reporting for the first time under the Streamlined Energy and Carbon Reporting regulations which require an annual report on greenhouse gas emissions from Scope one and two, Electricity, Gas and Transport. Our report has been prepared in line with the March 2019 BEIS 'Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance'. We have included measured emissions from activities which the Anna Freud Centre has financial control over as required under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, unless otherwise stated in the exclusions statement.

Our staff-led Green Group has always taken a leading role in our sustainability drive, raising awareness, developing new green initiatives, encouraging others to participate in promoting and improving our sustainability and greening our centre. However, the Green Group's activity was halted during the coronavirus pandemic, and they will resume their work in late 2022. We have continued to share information about our commitment to the environment through our internal communications, including our staff newsletter.

Consumption (kWh) and Greenhouse Gas emission (tCO2e) total

This is the first year of our reporting on the consumption and associated emissions for our operations.

Scope one consumption and emissions relate to direct greenhouse gas emissions that occur from sources that are controlled or owned by the Anna Freud Centre (e.g., fuel combustion in boilers, furnaces, vehicles).

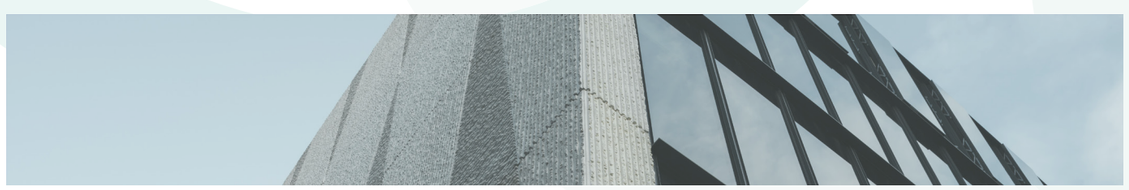
Scope two consumption and emissions relate to indirect greenhouse gas emissions associated with the purchase of electricity, steam, heat and cooling (gas and electricity use in buildings).

Scope three consumption and emissions related to emissions resulting from sources not within scope one and two, including business travel (vehicle, air and rail), disposal and treatment of waste generated in operations.

Totals

The total consumption (kWh) figures for energy supplies reportable by the Anna Freud Centre are:

Utility and scope	2022 consumption (kWh)
Gaseous and other fuels (Scope one)	439,797
Grid-supplied electricity (Scope two)	172,859
Transportation (Scope three)	34,320
Total	**646,976**



The total emission (tCO2e) figures for reportable energy supplies are (conversion factors utilised in these calculations are detailed in the appendix):

Utility and scope	2022 consumption (tCO2e)
Gaseous and other fuels (Scope one)	80.55
Grid-supplied electricity (Scope two)	36.70
Transportation (Scope three)	0.95
Total	**118.20**

An intensity metrix of tCO2e per FTE has been applied for our annual total emissions. The methodology of the intesity metric calculations are detailed in the appendix, and the results of this analysis is:

Intensity metric	2022 intensity metric
tCO2e / FTE	0.47

Energy efficiency improvements

We have worked on a carbon reduction plan this year and expect to implement it towards the end of 2022, setting out our strategy over the next few years for ongoing energy efficiencies.

Measures ongoing and undertaken through 2022

This year, in August 2022, we published our sustainability policy. It outlines how we will minimise our energy, waste and emissions, and how we will maximise our use of recyclable goods and services to help reduce our carbon footprint.

Our policies include a commitment to preventing pollution, developing ethical purchasing and procurement guidelines, integrating environmental considerations into all our business processes, and adopting an effective waste management system, in keeping with best practice.

Appendix

Scope one, two and three consumption and CO2e emissions data has been calculated in line with the 2019 UK Government environmental reporting guidance. Emissions Factor Database 2021 has been used, utilising the published kWh gross calorific value (CV) and KGCO2e emissions factors relevant for the reporting period 01 September 2021 to 31 August 2022.

Estimations undertaken to cover missing billing periods equate to 9% of reported consumption and relates to scope two emissions.

Intensity metrics have been calculated using total tCO2e figures and the selected performance indicator for the relevant reporting period: Full time equivalents (FTE) 250.

Financial review

Financial position of the charity

The financial statements for the Anna Freud National Centre for Children and Families for the year to 31 August 2022 are shown on page 62 onwards. For the year to 31 August 2022, the Centre generated a surplus of £2 million (2021: £0.1million) before investment losses of £0.2m (2021: £0.2m investment gain). It should be noted that a significant proportion of the surplus is due to the timing of incoming funds and relates to expenditure which will be incurred in 2022/23.

Income

Our income for the year was £21.9 million (2021: £16.9 million), an increase of 30% in line with our income strategy to grow, develop and maintain a diverse funding mix thereby mitigating against overreliance on any specific funding source type. Our short courses and conferences activity saw significant growth as did our research activity, generating £6.2m (2021: £3.5m) and £2.5m (2021: £1.6m) respectively.

Expenditure

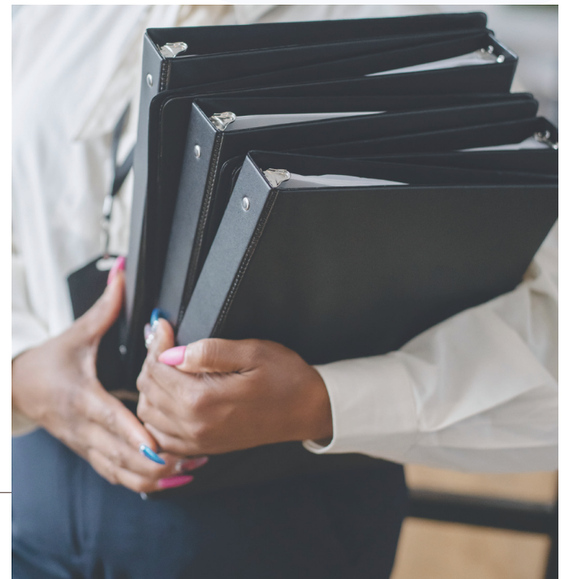
Our expenditure for the year was £19.9m (2021: £16.7m) of which charitable expenditure was £19.4m (2021: £16.3m). The increase in expenditure occurred across all areas of our activities where we invested in bolstering resource capacity reflecting the Centre's commitment towards progressing our ability to deliver on the objectives set out in our Closing the Gap strategy.

Reserves

Total funds held at 31 August 2022 were £33.7 million (2021: £32.0 million) of which £27.9m were primarily designated for the Fixed Asset Fund (2021: £28.1m) and £5.2 million (2021: £2.9 million) were free and unrestricted.

This planned increase in free reserves of £2.3m is in line with our reserves policy target of holding a minimum of 3 months operating expenditure as free reserves and is comparable to levels held by charities of a similar size.

The Centre holds financial reserves to ensure that we can continue to fund ongoing work in the event of any significant disruption to income or economic downturn. Reserves also provide working capital ensuring that during the year we can meet upfront expenditure prior to income being received. The trustees have reviewed the free reserves and consider the level of free reserves held to be reasonable.



Investment performance

Our investment policy is reviewed by the Board on an annual basis, with interim reviews of performance at Finance committee meetings. The overall objective is for investment funds to achieve income and capital growth over and above inflation in the medium to long term.

As of 31 August 2022, the funds under investment were £2.5 million (2021: £2.7 million) reflecting an investment loss in the year of £0.2m (2021: £0.2m investment gain). Income derived from investments to 31 August 2022 was £69,792 (2021: £61,184).

The trustees having reviewed the investment portfolio concluded that the existing investment strategy remains appropriate, providing a balanced opportunity for both capital growth and income.

Going concern

The Board of Trustees having reviewed the financial position and financial forecasts of the Centre, have concluded that the Centre has sufficient resources to continue in operational existence for the foreseeable future, being a period of at least 12 months from the approval of the financial statements.

Trustees are satisfied that the Centre continues to have a robust risk management framework including a strong system of financial controls which is sufficient and appropriate for effective management of all known strategic, operational, and financial risks.

The Board therefore continues to support the going concern basis of accounting in preparing the annual accounts.

Financial review

Fundraising

Our fundraising strategy has been developed to make sure that our income is generated from a range of sources – trusts and foundations, statutory bodies, individuals, corporates and community streams – to ensure financial stability and maximise income.

Despite the ongoing global economic uncertainty, our fundraising income (excluding tendered contracts) has continued to grow this year. We set a target of raising £4 million in voluntary income and exceeded it by over 17%.

This year we have also successfully focused our efforts on securing unrestricted funds and supporting our Closing the Gap strategy. This core funding remains vital to our ability to respond rapidly and effectively to the increasing needs of children, young people and families. We are delighted to have doubled our unrestricted target for this financial year.

Despite this success, most of our fundraised income is contract and project based. Securing unrestricted income remains both a challenge and a priority as we aim to implement our new strategy and build on the Centre's ability to innovate and pioneer effective mental health approaches.

Trusts and foundations

Once again, this year we received invaluable support from major trusts and foundations, some of which are new to the Centre. This funding has enabled us to expand our audiences and reach thousands more people including young people, parents, carers and school staff through key projects such as our SCESS (see page 24) and our work around school exclusions.

Our relationships with trusts and foundations are at the heart of our strategic commitment to collaborative and partnership working. We bring together the beliefs and values of these trusts and foundations with our own and with the aspirations of the children, young people and families we serve.

Major donors

We are very fortunate to work with a network of highly committed and passionate individuals and family trusts and foundations who share our ambition for improving the mental health and wellbeing of children and young people. Their strong understanding of the importance of funding preventative work and research, and of training and upskilling trusted adults in mental health support, has helped us provide children and young people with the help they need, when they need it.

Corporate partnerships

We partner with an incredible group of UK businesses who support our work by generating income through a variety of imaginative initiatives. Some businesses have contributed shares of their product sales or donated products themselves.

Others have chosen us as their charity of the year, and their staff have shown themselves to be indefatigable fundraisers. Staff from corporate partners have volunteered with us and promoted our work through their networks. Each contribution is critical to our work, and we have been delighted to see the Centre's corporate income grow as a result of this support.

This year we have recruited a dedicated corporate partnerships manager, focused on supporting this income stream and building our relationships with the corporate sector.

Public sector

As a trusted public sector provider, we work with local and national government departments and agencies to carry out research and deliver a suite of high-quality, evidence-based projects across the UK.

Working with the public sector, we provide children, young people and families with improved access to mental health services and better quality care. Our research – described as 'world leading' by the Research Excellence Framework – has been commissioned to better understand and support the mental health needs of children, young people and families.

These crucial, wide-scale and high impact grants help us achieve our mission and goals as an organisation.

£4 m

We set a target of raising £4 million in voluntary income.

17%

We exceeded our target by over 17%.

Community and events

We want to thank everyone who has taken part in awe-inspiring challenge events or baked cakes, held quizzes, donated their birthdays, played the drums or held a collection for the Centre over the past year. We are so grateful to each and every one of you – no amount is too small and we love hearing your fundraising stories!

Fundraising approach

We communicate and plan our fundraising activity with our supporters via our website, through emails and direct contact at meetings and events, managed and monitored centrally at our head office. We are registered with the Fundraising Regulator in line with the Code of fundraising practice and operate a fundraising and donations policy which all volunteers, employees and hired fundraisers must adhere to. We are committed to ensuring that we are completely open and transparent about our fundraising and spending.

As members of the Fundraising Regulator's self-regulatory scheme, we comply with its principles in all our fundraising:

- We will commit to high standards.
- We will be clear, honest and open.
- We will be respectful.
- We will be fair and reasonable.
- We will be accountable and responsible.

When we benefit from commercial companies raising funds on our behalf through the sale of products, we operate within a written commercial participator agreement to ensure that their activities are not harmful to the Centre, our beneficiaries or our supporters.

We monitor the activities carried out on behalf of the charity for the purpose of fundraising in donor gift agreements and through a donor database, recording relevant communications, transactions and agreements.

To protect vulnerable people and other members of the public during fundraising we:

- do not undertake any general solicitations by telephone or door-to-door
- ensure communications to the public in the course of carrying out fundraising activities are truthful and non-deceptive
- keep confidential any and all personal information collected for fundraising purposes. We do not share this data outside the Centre unless there is an overriding legal reason to do so.

We received no complaints about our fundraising activity in 2022 (2021: nil).

Thank you

We are incredibly grateful to everyone who has supported us over the past 12 months as we continue to raise funds to meet the high demand for our services and increase our reach and impact across the UK and globally. Without the support of charitable trusts and foundations, companies, organisations and individuals, we would not be able to continue our vital work with the children, young people and families who need our help. Thank you.

Financial review

Principal risks and uncertainties

Approach to risk management

The Board of Trustees is responsible for ensuring that the Centre has a robust risk management framework in place for identifying, mitigating, and managing risks across all our activities.

The Board is supported by its sub-committees in reviewing and monitoring risks ensuring that the risk management framework is adequate and effective.

The Board's sub-committees provide critical oversight to the Executive ensuring that the risk management approach is embedded across the organisation, integrated into our annual business planning and reporting cycle and spans all our activities.

Financial review

Summary of potential risks the board has identified

Strategic

Closing the Gap is an ambitious strategy which will require ongoing investment in resource capacity and digital infrastructure. A collaborative approach to implementation and ongoing monitoring will be required within the Centre and externally with stakeholders, to ensure that the desired progress is being achieved.

Fundraising

The economic downturn in the UK has contributed to a challenging funding landscape for many charities, including the Centre, leading to increased competition for finite funding pools.

We continue to work collaboratively with existing major donors, trusts and foundations, whilst also seeking to broaden our funding base so we can increase unrestricted grants and donations.

Potential changes to government funding models, with a shift away from centralised toward local commissioning, further underscores the importance of the Centre pursuing a diverse revenue mix strategy, to minimise the risk of being over reliant on particular revenue streams.

Operational delivery

The Centre's business continuity plans are regularly reviewed, risk assessed and updated to ensure that should unforeseen circumstances such as a public health emergency (e.g. covid) or other adverse event occur, we are able to maintain our services (wherever possible) with minimal disruption to our stakeholders.

IT systems and information governance

Data security and the need to protect sensitive information, remains an ongoing priority for the Centre. All staff undertake the same data security training including annual refresher training focused on any emerging risks. Identified risks, including cyber-attacks and unauthorised access to or loss of personal data, continue to be monitored and regularly reviewed with further mitigation through staff training and guidance. Annual security testing is undertaken of our websites and internal systems to ensure that our infrastructure is securely configured.

Structure, governance and management

The Anna Freud Centre operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106. It is set up under its Memorandum and Articles of Association as a company limited by guarantee, number 03819888.

The Board of Trustees comprises the charity's trustees and the legal directors of the company. Trustees serve a four-year term, after which they are eligible for reappointment. New trustees are selected through open recruitment. Emphasis is placed on ensuring representation from key stakeholders and any identified skills gap within the board at the time of recruiting.

On appointment, trustees are provided with copies of relevant documents, including the Charity Commission guidance note CC3, *The essential trustee: what you need to know, what you need to do.* New trustees undergo an induction programme that comprises meetings with senior management to understand the objectives and operational delivery of the Centre, and training in safeguarding, information governance and the role and responsibilities of trustees. Trustees are encouraged to keep abreast of their duties and responsibilities by reading Charity Commission updates and other updates, and by attending appropriate training courses.

The Board of Trustees sets and reviews strategy, monitoring operational matters supported by sub-committees that report directly to the Board. The performance of individual trustees and the Board is assessed annually. The Board of Trustees met nine times in the year.

The Finance, Audit and Risk Sub-Committee

The sub-committee's membership includes the chair and the treasurer. Before submission to the full Board, the sub-committee reviews the annual accounts, issues relating to internal or external audits, investment and reserves policies, and the remuneration of senior staff. Matters not reserved for decision by the Board of Trustees are delegated to the Centre's Executive, consisting of its chief executive, chief operating officer, chief financial officer and chief people officer.

The Quality Sub-Committee

The sub-committee has oversight of the Clinical Governance Leadership Board, the Safeguarding Oversight Group, any clinical risks, operations, health and safety, and research activity. This sub-committee meets termly.

Its remit is to:

- ensure the Board of Trustees is properly informed about the quality of clinical services provided by the Centre
- provide assurance to the Board that the standards of clinical services fully comply with all professional and regulatory standards
- provide oversight of the clinical quality assurance systems for the Centre
- ensure that the Centre has effective mechanisms for managing clinical risk, learning from incidents and taking action to reduce risks and improve quality.

The Digital and Technology Sub-Committee

The sub-committee's purpose is to help the Board and the Executive team effectively harness the potential of digital technologies across the organisation to grow our impact and better serve children and families. It is responsible for sharing insights, ideas and challenges as well as using resources such as *The charity digital code of practice* to help ensure the Centre has effective mechanisms in place for managing digital and technology risks.

The Nominations and Succession Planning Sub-Committee

The sub-committee has responsibility for the fair and transparent nominations process for trustee appointments and meets annually or as required. It is also responsible for reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board and making any recommendations for change, as well as keeping under review the leadership needs of the organisation, with a view to ensuring the continued ability of the organisation to achieve its aims. This sub-committee also supports recruitment to the Executive and review of senior personnel remuneration and performance.

The Equity, Diversity and Inclusion Sub-Committee

The sub-committee provides support, guidance and oversight of the EDI agenda and implementation of the EDI strategy and plan. It is responsible for monitoring the progress of the EDI plan, determining priorities, implementing the EDI strategy and providing robust scrutiny and challenge pertaining to EDI across the Centre. The sub-committee is a visible and proactive point of contact between the Centre's divisions and departments and the Board.

The People and Culture Sub-Committee

The sub-committee is responsible for overseeing the organisational pay and reward, performance and continuous professional development policies and procedures. It regularly reviews people statistics, including staff turnover, satisfaction, disciplinaries and grievances, to make recommendations for improvements across the Centre's divisional and departmental teams. It is also responsible for reporting on the Centre's gender pay gap and working with the EDI Sub-Committee to increase staff diversity, inclusion and equitable opportunity.

The Fundraising Sub-Committee

The sub-committee supports the Centre's voluntary income streams, particularly from philanthropists, major donors and corporates. The sub-committee is responsible for identifying, engaging and introducing prospective donors as well as suggesting and supporting engagement events and activities.

Key management personnel

Trustees who served during the year

The Hon Michael Samuel MBE, Chair
Ms Catherine Bedford
Ms Sally Cairns *(resigned 12 September 2022)*
Ms Pamela Hutchinson OBE
Dr Moshe Kantor *(resigned 16 March 2022)*
Professor Linda Mayes MD
Mr Peter Oppenheimer
Mr Daniel Peltz OBE, Treasurer
Professor Stephen Pilling
Mr Dominic Shorthouse, Deputy Chair
Dr Sarah Wood OBE

Executive

Professor Peter Fonagy, CEO

Ms Ros Bidmead, Chief Operating Officer

Mr David Fowler, Chief Financial Officer *(to 31.03.22)*

Mrs Christine Kanu, Chief Financial Officer *(from 28.02.22)*

Mr Jonathan Robinson, Consultant Strategist

Mr Peter Fuggle, Clinical Director *(to 28.09.21)*

Ms Andrea King, Clinical Director *(from 29.09.21)*

Professor Jessica Deighton, Applied Research and Evaluation Director

Ms Jaime Smith, Schools Director

Professor Eamon McCrory, Education and Training Director *(on sabbatical from April 2022)*

Ms Claire Evans, Acting Director - Education and Training *(from April 2022)*

Dr Dickon Bevington, Medical Director

For key management remuneration, please see note 5. Staff costs and numbers on page 75.

Plans for the future

Next year

Our plans for the next five years are laid out in our Closing the Gap strategy. Over the next twelve months we will focus on reaching out to the millions of adults who impact on children and young people's mental health and wellbeing. We will continue to prioritise our support for the most at-risk children and their families and ensure that we learn from and work with minoritised ethnic communities. We will also support our own workforce, develop and implement our EDI strategy and ensure that the voices of children, young people and their families are embedded in all our work. These goals will be supported by a fundraising plan to generate unrestricted income to allow us to develop the creative and innovative responses Closing the Gap demands.

Schools

Schools and colleges will be a key focus of our work, enabling us to reach millions of children and young people. In 2022-2023 we will grow our Schools and Colleges Early Support Service, working with Mind to provide online mental health and wellbeing support for students, parents and carers and staff. We will extend our reach into schools and colleges, supporting them to adopt whole-setting approaches to mental health.

Early years

Early years work remains a priority. We will expand our National Centre for Family Hubs, working with government, local authorities, and infants, children and young people, and their families to co-design services to meet the needs of our most vulnerable families. We will develop our work engaging and supporting fathers of babies and infants, and share and develop preventative mental health interventions with early years professionals.

Communications

In 2023 we will launch our brand re-fresh which will capture our mission, encouraging new and larger audiences to engage with our work. We will expand our digital reach to support the millions of adults – parents, carers and professionals - who impact on the lives of children and young people. We will do this by developing our digital networks, our training offer and our digital platforms.

UK Trauma Council

We will continue our mission to develop support for vulnerable and marginalised communities. We will create new trauma resources for unaccompanied asylum-seekers and promote greater understanding of trauma among professionals, parents and carers.

Participation

In 2023, we will launch our participation strategy to further embed the voices of children, young people and families in every aspect of our work. Our strategy will ensure that our services are rights-based, address the needs of those we aim to support, are designed and delivered to reach those in greatest need and continue to be innovative and effective in meeting the needs of children, young people and families.

Empowering communities

We will continue to develop area-wide approaches to improving children and young people's mental health. With the University of Manchester, we will expand #BeeWell (see page 16) to local authorities beyond the Greater Manchester region. We will also publish the full evaluation of the National Lottery Community Fund's HeadStart project, based on six years of trying and testing new approaches to promoting resilience in disadvantaged areas.

EDI

We will launch our EDI strategy by the end of 2022. It will build on the extensive work we have already put in place to become a more inclusive organisation. Our EDI strategy will outline how our workforce will become more representative of the communities we serve. We will develop an inclusive leadership approach for line managers supported by a commitment to continuous learning.

Supporting staff

We will implement a new policy which offers improved career development and progression pathways to reward and retain our staff. We will promote wellbeing for our staff and the wider community of professionals that support children and young people, and their families. Our commitment to supporting our staff will also be underwritten by our EDI strategy.

Fundraising

Our fundraising is critical to Closing the Gap. In 2023 we aim to move beyond project-based funding and identify new sources of unrestricted income.

These funds will allow us to develop new, creative and scalable forms of mental health support to extend our reach and translate our research into practice. Unrestricted funding is essential to give us the space to develop new platforms to empower parents and carers and to develop new resources to provide our rapidly growing audiences with the support they need to promote mental health and wellbeing for all children and young people.

Trustees and auditors

Trustees' responsibilities

The trustees (who are also directors of the Anna Freud Centre for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards, comprising FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware
- the trustees have taken all steps that they should have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Section 172 Companies Act 2006

The trustees, acting in accordance with Section 172 of The Companies Act 2006 consider that they have complied with their duties with regards to promoting the Charity's success in achieving its charitable purpose to advocate and advance for public benefit of the awareness, prevention, relief and education of mental illness and/or disorder.

Trustees have worked closely with the senior leadership team providing critical oversight on the development and implementation of our five year strategy, Closing the Gap with a strong focus on delivering transformational and sustainable change.

Long term consequences of decisions

The Coronavirus pandemic necessitated an evolution in our ways of working which accelerated a key element of Closing the Gap, widening access and increasing participation through the expansion of digital networks and platforms providing crucial high quality evidence based support flexibly.

Interest of employees

The Anna Freud Centre strives to be an employer of choice and is committed to ensuring that we foster a strong culture of wellbeing for all our employees ensuring that everyone is fairly remunerated for their work. More information on how we support our people can be found on page 43 of this report.

Business relationships with suppliers, customers and others; and reputation for high standards of business conduct

Throughout the year, trustees and the senior leadership team have ensured proactive engagement with all our stakeholder groups demonstrating our ongoing commitment to cultivate and maintain positive and constructive relationships.

Fundraising

The Anna Freud Centre is a member of the Fundraising Regulator. Trustees work closely with the senior leadership team ensuring that the Charity's fundraising activities remain fully compliant with relevant fundraising regulations and emerging best practice.

Impact in the community and environment

Trustees remain committed to ensuring that all the Charity's activities carefully consider impact in communities and on the environment. Our carbon performance is included on page 43, and we have developed a carbon reduction plan which will be signed off later in the year and put on our website.

Acting fairly between members

The Anna Freud Centre actively promotes a culture where our organisational values underpin everything that we strive to do with our key stakeholders including members, strategic partners, and employees.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006. The *Trustees' report*, incorporating the *Strategic report*, was approved by the Trustees on 9 March 2023 and signed on their behalf by:

The Hon Michael Samuel MBE
Chair of the Board of Trustees
Date: 9 March 2023

Independent auditor's report to the members of The Anna Freud Centre

Opinion

We have audited the financial statements of The Anna Freud Centre for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Chair's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement (set out on page 57), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, Care Quality Commission (CQC), for GDPR and safeguarding regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements.

We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, FRS102, Charities Statement of Recommended Practice (SORP), payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditor

Date: 19th April 2023

10 Queen Street Place
London
EC4R 1AG

Statement of financial activities, incorporating an income and expenditure account

Year ended 31 August 2022

Registered charity number 1077106, registered company number 03819888

	Notes	Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	Total funds 2021
Income from:		£	£	£	£
Grants, donations and legacies	2	1,242,522	3,445,863	4,688,385	3,765,335
Investments	3	69,792	-	69,792	61,184
Charitable activities					
Clinical and preventative services		847,128	49,954	897,082	966,233
Education and training		4,921,454	-	4,921,454	4,587,433
Research		1,345,348	1,154,472	2,499,820	1,619,151
Conference and study events		6,166,001	71,371	6,237,372	3,558,462
Schools		1,714,586	-	1,714,586	1,953,939
		14,994,517	1,275,797	16,270,314	12,685,217
Other		553,821	-	553,821	374,026
Gains on acquisition of business	3a	405,822	-	405,822	-
Total income		17,266,474	4,721,660	21,988,134	16,885,763
Expenditure on:					
Raising funds					
Fundraising and publicity	4	511,192	-	511,192	383,241
Investment and management fees		-	-	-	235
Legal fees		42,067	-	42,067	-
		553,259	-	553,259	383,476

Table continued on next page.

Statement of financial activities, incorporating an income and expenditure account

	Notes	Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	Total funds 2021
		£	£	£	£
Charitable activities					
Clinical and preventative services		2,795,035	689,862	3,484,897	3,140,321
Applied research		992,543	761,459	1,754,002	1,932.414
Education and training		4,065,294	65,705	4,130,999	3,725,979
Research and policy development		3,428,307	2,269,247	5,697,554	4,086,478
Schools		2,513,971	1,183,426	3,697,397	3,145,659
User participation, library and dissemination		617,521	35,000	652,521	332,779
Campus real estate development		-	-	-	3,893
		14,412,671	5,004,699	19,417,370	16,367,522
Total expenditure	4	14,965,930	5,004,699	19,970,629	16,750,998
Net income/(expenditure) before investment gains		2,300,544	(283,039)	2,017,505	134,764
Net investment gains		(233,799)	-	(233,799)	225,710
Net income / (expenditure)		2,066,745	(283,039)	1,783,706	360,475
Transfer between funds	12	-	-	-	-
Net movement in funds		2,066,745	(283,039)	1,783,706	360,475
Funds balance carried forward at 1 September	12	31,061,787	916,702	31,978,489	31,618,014
Funds balance carried forward at 31 August	12	33,128,532	633,663	33,762,195	31,978,489

There were no recognised gains or losses other than as disclosed in the statement of financial activities. All income and expenditure relates to continuing activities.

The accompanying notes form an integral part of these financial statements.

Full comparatives **are shown in note 17.**

Balance sheet

Year ended 31 August 2022

Registered charity number 1077106, registered company number 03819888

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	6		35,258,018		35,946,205
Investments	7		2,499,445		2,663,453
			37,757,463		38,609,657
Current assets					
Debtors	8	2,950,738		1,169,315	
Cash at bank and in hand		6,791,710		5,241,221	
		9,742,448		6,410,536	
Creditors: amounts falling due within one year	9	(7,437,740)		(6,673,654)	
Net current assets			2,304,707		(263,118)
Creditors: amounts falling due after more than one year	10		(6,299,975)		(6,368,051)
Total assets less total liabilities			33,762,195		31,978,489
Funds	12				
General funds			5,355,398		2,940,799
Designated funds			27,773,134		28,120,988
Restricted funds			633,663		916,702
Total funds			33,762,195		31,978,489

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 9 March 2023 and were signed below on its behalf by:

Daniel Peltz

The Hon Michael Samuel MBE
Chair of the Board of Trustees

Daniel Peltz OBE
Treasurer

Statement of cash flow

Year ended 31 August 2022

Registered charity number 1077106, registered company number 03819888

	2022	2021
Reconciliation of movement in funds to net cash flow	£	£
Net movement in funds	1,783,707	360,475
Depreciation charges	693,628	695,885
Income from investments	(69,792)	(61,184)
Unrealised investment (gains)	233,799	(225,710)
(Increase)/decrease in debtors	(1,755,633)	234,289
Increase/(decrease) in creditors	557,038	(246,882)
Gains on acquisition of business	(405,822)	-
Net cash flow provided by operating activities	1,555,930	756,871
Cash flows from investing activities		
Investment income	69,792	61,184
Purchase of tangible fixed assets	(5,441)	-
Disposal of tangible fixed assets	49,478	-
Depreciation charges on disposal of tangible fixed assets	(49,478)	-
Purchase of investments	(69,792)	(561,184)
Disposal of investments	-	46,982
Cash receipts on acquisition of business	519,006	-
Increase/(decrease) in cash	(5,441)	(453,018)
Cash flows from financing activities		
Increase in cash and cash equivalents in the period	1,550,489	303,852
Cash and cash equivalents at the beginning of the period	5,241,221	4,937,369
Cash and cash equivalents at the end of the period	6,791,710	5,241,221
Analysis of cash and cash equivalents	6,791,710	5,241,221

Notes to the financial statements

Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with 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 (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The Anna Freud Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

Charity information

The Anna Freud Centre (known as Anna Freud National Centre for Children and Families) is a company limited by guarantee (registered number 03819888), and a public benefit entity and registered charity in England and Wales (charity number 1077106). The address of the registered office is 4-8 Rodney Street, London, N1 9JH.

b) Depreciation

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold properties: 1.33% per annum
Furnishings and equipment: 25% per annum

c) Investments

Investments are included in the balance sheet at market value. It is the charity's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising relating to previous years. As a result, the statement of financial activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio throughout the year.

d) Income

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably. With grants and donations once an award or pledge has been made in writing and if there are no restrictions or constraints on receiving the donation then this will be recognised in full once entitlement is established. All other incomes are recognised based on the matching principle, and so are related to the activity, otherwise they remain repayable and so deferred.

Grant income includes the Government's Coronavirus Job Retention Grant (CJRG) and is recognised under the accruals basis in line with staff costs. In the year to 31 August 2020 the amount claimed is £0.2m (2019: nil).

e) Translation of foreign currencies

Bank balances in foreign currencies are translated into sterling at the rate of exchange ruling at the year end and any exchange differences together with exchange differences arising from the conversion of grants received in foreign currencies into sterling during the year are included in the statement of financial activities.

f) VAT

Where appropriate, expenditure includes irrecoverable value added tax.

g) Expenditure

Direct costs have been charged to the relevant project it has arisen for. Overheads are apportioned across the organisation based on a percentage of direct costs. Governance costs include costs incurred in meeting constitutional and statutory requirements.

h) Employee benefits

Pension costs

The organisation offers employees a 6% contribution towards their pension based on their gross salary. Employees who do not opt out of the scheme are members of a group personal pension contributory system with Royal London, administered by The Anna Freud Centre.

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

i) Fund accounting

General funds consist of amounts available to the trustees to be applied at their discretion within the objects of the charity. Designated funds comprise unrestricted funds which have been set aside at the discretion of the trustees for specific purposes.

Restricted funds consist of amounts subject to special trusts within the objects of the charity either imposed by the donor or by the terms of the appeal.

All income and expenditure is shown in the statement of financial activities.

j) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Critical judgements and estimates

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

It has been decided to depreciate the Kings Cross Property over 75 years to reflect its useful economic life.

2. Grants, donations and legacies

	2022	2021
	£	£
Unrestricted funds		
Unrestricted general	1,237,605	374,398
HMRC Job Retention Scheme furlough payments	4,917	67,719
Unrestricted total	**1,242,522**	**442,117**
Restricted funds		
Campus project (formerly Development Fund)		
Mr L Polisano	10,000	-
The Clore Duffield Foundation	25,000	25,000
Clinical		
Child pychotherapy services		
The Anna Freud Foundation	3,903	5,419
The Chesser Trust	16,000	8,000
Anonymous donor	31,981	31,981
Sundry donors	4,350	4,575
Kailo project		
University College London	47,662	-
Early years core funding		
The Sylvia Adams Charitable Trust	-	53,543
Sundry donors	675	-
Family Ties		
Department for Work and Pensions	26,520	15,912
BBC Children in Need	20,769	41,538
Reflective Fostering collaboration		
KPMG Foundation	50,000	-
Segelman Trust	-	80,000
National Institute of Health Research	21,834	74,090
Colyer-Fergusson Charitable Trust	32,800	36,350
University College London	46,514	8,482
Barts Health NHS Trust	13,100	-
Parent Infant Psychotherapy		
The Chesser Trust	-	8,000
Sundry donors	3,675	4,575
AMBIT Peer Mentoring		
The Berkeley Foundation	64,564	64,565
Mind the Dad		
Berry Street Foundation	23,143	24,129
NHS South West London CCG	33,500	
Integrated Early Years Pathway		
Department of Health and Social Care	29,696	72,558
London Borough of Camden	25,598	42,878
London Borough of Wandsworth	34,385	65,500
Reflective Parenting		
Anonymous donor	8,019	8,019
Other	-	778
Applied research and evaluation		
Schools evaluation		
The Mercers' Company	50,000	100,000
MeeTwo evaluation		
Innovate UK	28,858	50,000
Mee Too Education Ltd	60,807	
Prevent-Protect-Repair Lewisham evaluation		
What Works for Children's Social Care	11,967	67,816
Violence Reduction Unit		
Institute for Fiscal Studies	68,900	-
BESST		
National Institute of Health Research	-	29,207
South London & Maudsley NHS Trust	52,718	
Education and training		
Scholarships		
The Chesser Trust	9,000	9,000
CAH Private Philanthropy	-	23,000
LifePsychology Ltd	20,000	20,000
Anonymous donors	21,962	-
#RESET Mental Health		
Nominet Trust	39,890	4,920
CEO projects		
Alternative provision innovation		
Department for Education	-	49,984
Esmee Fairbairn Foundation	-	60,000
The UK Trauma Council		
The ORP Foundation	10,000	-
The Prudence Trust	10,000	-
National Lottery Community Fund	199,755	239,508
Sundry donors	-	6,701

Table continued on next page.

Table continued on next page.

	2022	2021
	£	£
University College London collaborations		
Anonymous donor	35,000	53,750
Psychoanalytic Electronic Publishing	53,334	76,042
Virginia Tech Carillion School of Medicine	61,674	115,743
Postnatal depression and oxytocin study		
International Psychoanalytical Association	7,135	-
Addressing extremism in youth conference		
Anonymous donor	37,500	-
ChAPTRe		
BERRI evaluation		
Innovate UK	53,117	19,347
Lighthouse Parenting Programme evaluation		
What Works for Children's Social Care	54,197	112,711
Impact of adoption study		
Sir Halley Stewart Trust	20,098	6,699
Closing the Gap acceleration		
The Fidelity UK Foundation	250,000	250,000
Pears Foundation	390,000	
The Kavli Foundation	73,129	
Safer London	12,500	
University of Cambridge	20,000	
Other	-	1,000
Mental Health Academy		
The Royal Foundation	-	71,762
Pears Foundation	-	640,000
Schools		
Inclusion & specialist help in schools		
The Family School		
Anonymous donor	100,000	100,000
Barclays Bank Plc	-	75,000
Alternative provision roll out		
Esmee Fairbairn Foundation	60,000	-
Porticus UK	74,993	-
Technology and innovation		
Rugged Interactive	525	-
Clinical help in schools		
Schools outreach service		
St Giles-in-the-Fields and William Shelton Educational Charity	14,300	28,600
Mrs E Meyer	-	3,750
Westminster Almshouses Foundation	-	12,025
Strand Parishes Trust	-	7,150
Sundry donors	-	5,000
Schools support service		
Garfield Weston Foundation	200,000	-
The Prudence Trust	240,000	
Westminster Foundation	100,000	
Barclays Bank Plc	-	100,000
The Foyle Foundation	-	50,000
National Emergencies Trust	-	92,537
Knowledge dissemination in schools		
Schools in Mind		
Jo Malone London	106,834	-
Sundry donors	777	
Mentally Healthy Schools		
Jo Malone London	47,075	107,884
Goldman Sachs Gives (UK)	185,568	
Anonymous donor	50,000	
Paul Hamlyn Foundation	40,000	
Drum Clinic	561	
The Royal Foundation	-	48,192
The Danson Foundation	-	10,000
Restricted total	3,445,863	3,323,218
Grand total	**4,688,385**	**3,765,335**

Table continued on next page.

3. Investment income

	2022	2021
	£	£
Income from listed investments	69,792	61,184

3a. Income arising from the acquisition of a business

On 1 September 2021, The Anna Freud Centre (AFC) agreed to take over the ownership, control and management of CORC Ltd (Company No 06585227, www.corc.uk.net).

The Child Outcomes Research Consortium (CORC) brings together organisations and individuals committed to using and improving evidence to improve children and young people's mental health and wellbeing. CORC provides leading expertise in measuring mental health outcomes.

This is a company that has worked very closley with AFC and has been managed by staff employed by AFC, but seconded to CORC and who worked in the AFC offices over the years.

The transactions have been accounted for in accordance with acquisition accounting principles.

As the transfer of control of CORC Ltd by The Anna Freud Centre was for nil consideration, the fair value of the assets aquired has been recognised as income in the year on the dates the assets and liabilities were transferred to AFC.

The fair value of the assets and liabilities transferred to AFC as at the date of acquisition and the gain therefore recognised is summarised as follows:

	Book value immediately before acquisition	Fair value adjustments	Fair value at the date of acquisition
	£	£	£
Fixed assets	-	-	-
Debtors	25,789	-	25,789
Cash at bank and in hand	519,006	-	519,006
Creditors amounts falling due within one year	-138,973	-	(138,973)
	405,822	**-**	**405,822**

4. Total expenditure

Total expenditure year ended 31 August 2022

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2022	Total 2021
	£	£	£	£	£	£	£
Cost of raising funds							
Fundraising and publicity	469,370	18,600	-	23,222	-	511,192	383,241
Investment management fees	-	-	-	-	-	-	235
Legal fees	-	-	-	42,067	-	42,067	-
	469,370	18,600	-	65,289	-	553,259	383,476
Charitable expenditure							
Clinical	2,323,260	69,687	35,980	178,960	877,010	3,484,897	3,140,321
Applied research and evaluation	993,315	291,071	-	105,650	363,966	1,754,002	1,932,414
Education and training	2,744,525	257,677	45,305	123,108	960,384	4,130,999	3,725,979
Research and policy development	1,997,169	1,087,714	221,680	1,041,974	1,349,017	5,697,554	4,086,478
Schools	2,540,411	52,160	100,000	132,479	872,347	3,697,397	3,145,659
User participation, library and dissemination	453,752	18,709	35,386	144,674	-	652,521	332,779
Campus real estate development	-	-	-	-	-	-	3,893
	11,052,432	1,777,018	438,351	1,726,845	4,422,724	19,417,370	16,367,522
Total expenditure	**11,521,802**	**1,795,618**	**438,351**	**1,792,134**	**4,422,724**	**19,970,629**	**16,750,998**

Table continued on next page.

4. Total expenditure

Total expenditure year ended 31 August 2021

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2021
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	334,981	21,000	-	27,261	-	383,241
Investment management fees	-	-	-	235	-	235
Legal fees	-	-	-	-	-	-
	334,981	21,000	-	27,495	-	383,476
Charitable expenditure						
Clinical	2,095,221	210,478	35,331	121,643	677,380	3,140,321
Applied research and evaluation	972,864	401,262	-	213,201	345,086	1,932,414
Education and training	2,512,120	106,851	45,305	140,575	919,127	3,725,979
Research and policy development	1,374.107	859,790	168,268	731,931	952,383	4,086,478
Schools	2,132,814	84,310	130,000	104,598	693,937	3,145,659
User participation, library and dissemination	197,110	38,771	35,386	61,511	-	332,779
Campus real estate development	-	-	-	3,893	-	3,893
	9,286,235	1,701,463	414,290	1,377,621	3,587,913	16,367,522
Total expenditure	**9,621,216**	**1,722,463**	**414,290**	**1,405,116**	**3,587,913**	**16,750,998**

5. Staff costs and numbers

	2022	2021
a) Staff costs	**£**	**£**
Wages and salaries	11,183,356	9,354,232
Social security costs	1,102,457	856,721
Pension costs	557,919	457,740
	12,843,732	**10,668,693**

Staff costs include seconded staff costs amounting to £425,489 (2021: £421,165).
Staff costs also includes staff redundancy payments amounting to £16,944 (2021: £54,344).

	2022	2021
Emoluments over £60,000	**No.**	**No.**
£60,001 – £70,000	14	15
£70,001 – £80,000	9	4
£80,001 – £90,000	1	2
£90,001 – £100,000	2	4
£100,001 – £110,000	4	1

Pension contributions of £106,546 were made to those receiving emoluments over £60,000 (2021: £85,007).

The total renumeration paid to key management personnel in the period was £606,398 (2021: £587,609).

	2022	2021
The average number of employees analysed by function was:	**No.**	**No.**
Clinical	82	65
Education and Training	114	96
Research	99	84
Conferences	22	18
Schools	64	63
Library	2	2
	383	**328**

b) Trustees

No trustee received remuneration for their services during the year (2022: £nil). Reimbursed expenses were £nil (2021: £nil).

6. Tangible fixed assets

	Freehold land	Freehold properties	Furnishings and equipment	Total
	£	£	£	£
Cost				
At 1 September 2021	8,110,690	28,112,281	1,318,730	37,541,701
Additions	-	-	5,441	5,441
Disposals	-	-	(49,478)	(49,478)
Transfers	-	-	-	-
At 31 August 2022	8,110,690	28,112,281	1,274,693	37,497,664
Depreciation				
At 1 September 2021	-	843,369	752,127	1,595,496
Charge for the year	-	374,830	318,798	693,628
Disposals	-	-	(49,478)	(49,478)
At 31 August 2022	-	1,218,199	1,021,447	2,239,646
Net book value				
At 31 August 2022	8,110,690	26,894,082	253,246	35,258,018
At 31 August 2021	8,110,690	27,268,912	566,603	35,946,205

7. Investments

	2022	2021
	£	£
Market value at 1 September 2021	2,663,453	1,923,540
Additions	69,792	561,184
Disposal proceeds	-	(46,982)
Net investment gains (losses)	(233,799)	225,710
Market value at 31 August 2022	2,499,445	2,663,453
Historical cost at 31 August	2,181,217	2,093,816
Listed investments (market value)		
UK fixed interest	225,610	262,444
UK equity shares	469,766	526,916
Overseas equities	1,126,750	1,413,935
Property	152,017	104,765
Alternative assets	360,008	244,282
Market value of listed investments	2,334,151	2,552,342
Cash	165,294	111,111
Total	**2,499,445**	**2,663,453**

The investment managers, Sarasin, invest in a wide range of investments and the Trustees regularly review performance. The investment managers are remunerated by a percentage of the value of the fund and the charge for 2022 was £0 nil (2021: £235).

8. Debtors

	2022	2021
	£	£
Trade debtors	1,940,966	478,837
Prepayments and accrued income	1,027,761	642,251
Other debtors	(17,989)	48,227
	2,950,738	**1,169,315**

	2022	2021
Debtors: amounts falling due within one year	£	£
Trade debtors	1,940,966	478,837
Prepayments and accrued income	781,903	469,193
Other debtors	(17,989)	48,227
	2,704,880	**996,257**

	2021	2020
Debtors: amounts falling due after one year	£	£
Trade debtors	-	-
Prepayments and accrued income	245,858	173,058
Other debtors	-	-
	245,858	**173,058**

9. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade and other creditors	748,951	772,318
Taxation and social security costs	324,410	256,430
Accruals and deferred income	6,364,379	5,644,906
	7,437,740	**6,673,654**

Analysis of accruals and deferred income	2022	2021
	£	£
Other deferred income at the start of the period	5,644,906	5,898,252
Amounts released to income in the year	(5,066,836)	(5,022,625)
Amounts deferred in the year	5,786,310	4,769,279
Other deferred income at the end of the period	6,364,380	5,644,906

Deferred income relates to service level agreements and short course and training income that relates to future periods.

10. Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Bank Loans	4,893,084	4,893,084
DfE Family School Contribution	1,406,891	1,474,967
	6,299,975	**6,368,051**

The analysis of bank loans is as follows:	2022	2021
	£	£
Due in 1 - 2 years	-	-
Due in 3 - 5 years	4,893,084	4,893,084
Due beyond 5 years	-	-
	4,893,084	**4,893,084**

A loan of £4.9m was agreed on the 27th September 2019 for a period of 5 years on a fixed rate basis of 2.87%. This is a fixed rate loan secured against the freehold land at Rodney Street N1 9JH.

The analysis of the DfE's contribution is as follows:	2022	2021
Income	£	£
Recognised in 1 - 2 years	68,075	68,075
Recognised in 3 - 5 years	204,226	204,226
Recognised beyond 5 years	1,134,590	1,202,665
	1,406,891	**1,474,967**

The DfE have contributed £1,701,885 to the construction of the Family School which was received in full in December 2019 and is recognised over the course of the 25 year lease which commenced in May 2019.

11. Operating lease commitments

	2022	2021
	£	£
Operating leases	25,541	39,684
	25,541	39,684

	2022	2021
	£	£
Due in less than 1 year	14,143	14,143
Due in 1-2 years	11,398	14,143
Due in 3-5 years	-	11,398
	25,541	**39,684**

12. Statement of funds

	1 September 2021	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2022
	£	£	£	£	£	£
General funds	2,940,799	16,858,970	(14,210,572)	(233,799)	-	5,355,398
Designated funds						
Fixed asset fund	27,686,526	-	(692,962)	-	-	26,993,564
EBPU	434,462	1,682	(62,396)	-	-	373,748
CORC	-	405,822	-	-	-	405,822
Total Designated funds	**28,120,988**	**407,504**	**(755,358)**	**-**	**-**	**27,773,134**
Restricted funds						
Clinical projects	240,172	588,643	(689,862)	-	-	138,953
Applied research	57,959	848,492	(761,459)	-	-	144,992
Education and training	21,828	90,852	(65,705)	-	-	46,975
Research and policy development	564,609	1,938,040	(2,269,247)	-	-	233,402
Schools	32,134	1,220,633	(1,183,426)	-	-	69,341
Central support services	-	35,000	(35,000)	-	-	-
Total restricted funds	**916,702**	**4,721,660**	**(5,004,699)**	**-**	**-**	**633,663**
Total funds	**31,978,489**	**21,988,134**	**(19,970,629)**	**(233,799)**	**-**	**33,762,195**

Details of designated funds

Fixed asset fund
Fixed asset fund matches reserves with fixed assets held and used directly for charity purposes.

EBPU - Evidence Based Practice Unit
Service Development and Evaluation has been growing for the last few years and to enable further growth funds have been designated from self-generated surpluses and used to innovate in Applied Research & Evaluation.

CORC - The Child Outcomes Research Consortium
CORC collects and uses evidence to enable more effective child-centred support, services and systems to improve children and young people's mental health and wellbeing. As a result of the merger of CORC into the Anna Freud Center in Sept 2021 there were reserves transferred which are being held to continue to invest in this work.

Details of restricted funds

Clinical projects
Include Reflective Fostering, Family Ties, and Ambit Peer Support.

Applied Research projects
Include Violence Reduction Unit, Kids Time & Nested Evaluation projects.

Education and Training
Includes funds for Scholarhip awards and Choosing Treatments projects.

Research and Policy Development
Include funding for The UK Trauma Council, Bereavement Evaluation, Supporting Parents and ERiC Study.

Schools
Includes the Mentally Healthy Schools Website and Alternative Provision schooling models such as the Family School roll out and dissemination.

Central Support Services
Is funding connected to the Campus build and ongoing development.

Statement of funds (2021 comparative)

	1 September 2020	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2021
	£	£	£	£	£	£
General funds	1,252,342	12,493,250	(11,038,206)	225,710	7,702	2,940,799
Designated funds						
Fixed asset fund	28,381,900	-	(695,374)	-	-	27,686,526
EBPU	473,444	810	(34,792)	-	(5,000)	434,462
Total Designated funds	**28,855,343**	**810**	**(730,166)**	**-**	**(5,000)**	**28,120,988**
Restricted funds						
Clinical projects	346,298	932,927	(1,039,053)	-	-	240,172
Applied research	91,901	844,760	(878,703)	-	-	57,959
Education and training	21,828	52,000	(52,000)	-	-	21,828
Research and policy development	953,596	1,786,894	(1,878,443)	-	(297,438)	564,609
Pears Family School	9,594	-	-	-	(9,594)	-
Schools	87,111	750,122	(1,109,428)	-	304,330	32,135
Central support services	-	25,000	(25,000)	-	-	-
Total restricted funds	**1,510,328**	**4,391,703**	**(4,982,627)**	**-**	**(2,702)**	**916,702**
Total funds	**31,618,014**	**16,885,763**	**(16,750,998)**	**225,710**	**-**	**31,978,489**

13. Related parties and related party transaction

Trustees and related parties made donations totalling £77,610 in the year to the Anna Freud Centre (2021: £65,000).

14. Pension commitments

The organisation makes contributions to personal pension schemes on behalf of some of its employees. Contributions in the year totalled £557,919 (2021: £457,740). Amounts owing to the scheme at 31 August 2021 were £328 (2021: £386).

15. Analysis of net assets between funds

Fund balances at 31 August 2022 are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	8,264,454	26,993,564	-	35,258,018
Investments	2,499,445	-	-	2,499,445
Long term creditors	(6,299,975)	-	-	(6,299,975)
Net current assets	752,641	918,403	633,663	2,304,707
	5,216,565	**27,911,967**	**633,663**	**33,762,195**

Fund balances at 31 August 2021 were represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	8,259,679	27,686,526	-	35,946,205
Investments	2,663,453	-	-	2,663,453
Long term creditors	(6,368,051)	-	-	(6,368,051)
Net current assets	(1,614,282)	434,462	916,702	(263,118)
	2,940,799	**28,120,988**	**916,702**	**31,978,489**

16. Analysis of changes in debt

	At 1 September 2021	Cash flows	Other non-cash changes	At 31 August 2022
	£	£	£	£
Cash and cash equivalents				
Cash	5,241,221	1,550,489	-	6,791,710
Overdrafts	-	-	-	-
Cash equivalents	-	-	-	-
	5,241,221	1,550,489	-	6,791,710
Borrowings				
Debt due within one year	-	-	-	-
Debt due after one year	(4,893,084)	-	-	(4,893,084)
	(4,893,084)	-	-	(4,893,084)
Total	348,138	1,550,489	-	1,898,626

17. Comparative statement of financial activities (2021)

Year ended 31 August 2021

	Unrestricted funds 2021	Restricted funds 2021	Total funds 2021
Income from:	£	£	£
Donations and legacies	442,117	3,323,218	3,765,335
Investments	61,184	-	61,184
Charitable activities			
Clinical and preventative services	684,197	282,036	966,233
Education and training	4,587,433	-	4,587,433
Research	891,644	727,506	1,619,151
Conference and study events	3,499,520	58,942	3,558,462
Campus	-	-	-
Schools	1,953,939	-	1,953,939
	11,616,733	**1,068,484**	**12,685,217**
Other	374,026	-	374,026
Total income	**12,494,060**	**4,391,703**	**16,885,763**
Expenditure on:			
Raising funds			
Fundraising and publicity	383,241	-	383,241
Investment and management fees	235	-	235
Legal fees	-	-	-
	383,476	**-**	**383,476**

Table continued on next page.

17. Comparative statement of financial activities (2021)

	Unrestricted funds 2021	Restricted funds 2021	Total funds 2021
Charitable activities	**£**	**£**	**£**
Clinical & preventative services	2,101,268	1,039,053	3,140,321
Applied Research	1,053,711	878,703	1,932,414
Education & Training	3,673,979	52,000	3,725,979
Research & Policy Development	2,208,035	1,878,443	4,086,478
The Family School	-	-	-
Schools	2,036,231	1,109,428	3,145,659
User Participation, Library & Dissemination	307,779	25,000	332,779
Campus Real Estate Development	3,893	-	3,893
	11,384,895	4,982,627	16,367,522
Total expenditure	**11,768,371**	**4,982,627**	**16,750,998**
Net income / (expenditure) before investment gains	725,689	(590,924)	134,764
Net investment gains	225,710	-	225,710
Net income / (expenditure)	951,399	(590,924)	360,475
Transfer between funds	2,702	(2,702)	-
Revaluation of assets held for sale			
Net movement in funds	954,101	(593,626)	360,475
Funds balance carried forward at 1 September	30,107,686	1,510,328	31,618,014
Funds balance carried forward at 31 August	**31,061,787**	**916,702**	**31,978,489**

Anna Freud
National Centre for Children and Families

Registered address:
Anna Freud Centre
4-8 Rodney Street, London. N1 9JH
Tel: 020 7794 2313

Northern hub address:
Anna Freud Centre,
Huckletree Ancoats,
The Express Building,
9 Great Ancoats Street,
Manchester. M4 5AD

annafreud.org

Our Patron: **Her Royal Highness The Princess of Wales**

Anna Freud National Centre for Children and Families is a company limited by guarantee, company number 03819888, and a registered charity, number 1077106.

THE ANNA FREUD CENTRE

England & Wales - Charity number 1077106

Accounts

Anna Freud
National Centre for
Children and Families

Trustees' annual report

and financial
statements for the year
ended 31 August 2021

2021

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Reference and administrative details

The Anna Freud Centre, operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106, and a company limited by guarantee, company number 03819888.

Board of Trustees	The Hon Michael Samuel MBE (Chair) Ms Catherine Bedford Ms Sally Cairns Melanie Chatfield (resigned 07.09.21) Ms Pamela Hutchinson OBE (appointed 08.12.20) Dr Moshe Kantor (resigned 16.03.22) Ms Nicola Loftus (resigned 14.04.21) Professor Linda Mayes MD Mr Peter Oppenheimer Mr Daniel Peltz OBE (Treasurer) Professor Stephen Pilling Mr Dominic Shorthouse (Deputy Chair) Dr Sarah Wood OBE (appointed 08.02.21)
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG
Bankers	Barclays, Level 12, 1 Churchill Place, Canary Wharf, London E14 5HP
Investment managers	Sarasin Asset Management Limited, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU
Patron	Her Royal Highness The Duchess of Cambridge
Chief Executive	Professor Peter Fonagy OBE FMedSci, FBA, FBPSA, PhD, DipPsy
Chief Operating Officer	Ros Bidmead
Chief Financial Officer and Company Secretary	David Fowler (to 31.03.22) Christine Kanu (from 28.02.22)
Registered addresss	4-8 Rodney Street, London, N1 9JH www.annafreud.org 020 7794 2313 info@annafreud.org

A message from the chair and the chief executive

This year has seen a great deal of action at the Centre in meeting the immediate and growing demand for more mental health support for children and young people. We have spent a second year living under the shadow of the pandemic and the mental health of the most underserved children and families has suffered the most.

The Centre has continued to respond to these real and immediate mental health needs of children, young people and their families. We've helped children directly, through our therapeutic support services, but also through the research knowledge the Centre has compiled, collated and shared. Our Mentally Healthy Schools resources and expertise are more widely available than ever before, launching the site to secondary schools in the year to reach millions of pupils across the UK. We've also reached unprecedented numbers of professionals through our free learning networks, nearly doubling membership to over 74,000 people, and through our short courses and events. All in all, over 32,500 took up our training offer and attendance at our learning events rose by 130% from last year.

These are extraordinary figures and a testament to the skills, creativity and hard work of all our staff. They are also a tribute to the generosity of our donors, without whom our work would not be possible. This growth also marks the start of a strategic ambition of the Centre to disseminate its unique and valuable work even more widely, particularly to professionals working with children and young people who need support. This year we've shown that we can work together to meet current need while also providing a platform to build on for the future.

The Board is supporting the Centre to take the long view; mental health needs won't go away. We will respond to this need. This means increasing our capacity further, thinking differently about mental health, and developing a new culture in the Centre to help us equip even more adults - professionals, parents and carers - to support the children, young people and their families who need it.

The Hon. Michael Samuel MBE,
Chair of the Board of Trustees

74,000

network members

35,000

took up our training offer

130%

increase in learning events

The purpose of charity is to rise to the challenge of adversity. It's what we're here for and it underwrites what we do. The challenge we face now is that the demand for mental health support for children, young people and their families has never been greater than it is now.

To meet this, we need to look at ourselves as an organisation and ask how we can do things better while at the same time continuing to deliver the support that is so desperately needed. Getting this balance right is essential. We have been open about our failure to address issues around equity, diversity and inclusion (EDI). Following the murder of George Floyd in May 2020, it became clear that the values that we aspire to were not matched by our actions, particularly when it came to being an inclusive and actively anti-racist organisation. We know we must change profoundly and our commitment to do this is absolute. This year we have started to put in place plans which will change us for the better.

In September we started working with an external consultant on a two-year programme to create and deliver a sustainable strategy to embed EDI in every aspect of our policy and practice. All divisions of the Centre are working to embed EDI into all aspects of what they do and how they do it.

Our EDI programme will bring new learning into the Centre, enrich our work and allow us to reach out to new groups of people. We have also learned from the pandemic about how we can use digital to widen the populations we reach. Our emerging strategy, 'Closing the Gap', which will be finalised next year, is at the heart of our ambitions to build new platforms to extend training and learning opportunities so that we can support more young people in the UK and play an increasingly powerful role in tackling social injustice.

I believe that adversity has allowed us not only to reflect on our limitations and to start to address them, but also to build on our strengths and to make us a better, stronger organisation, fit to respond to the crisis we face in mental health.

Our greatest strength is, and always has been, our staff, our supporters and the children, young people and families we work with, and I would like to thank them all. Through their skills, support and insight, the Centre has negotiated the challenges of the pandemic. With their continued energy the Centre's future looks very bright indeed.

Professor Peter Fonagy OBE,
Chief Executive

Closing the gap

Staff

Objectives and activities

Anna Freud National Centre for Children and Families (the Centre) has been pioneering mental health care for 70 years. The Centre improves the lives of thousands of children and young people with mental health problems every year. It provides a vital lifeline for families under pressure and is the UK's only children's mental health organisation to combine practice, training and world-class research, with a focus on family wellbeing. The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the general guidance issued by the Charity Commission on public benefit.

Aim

To transform mental health provision for children and young people in the United Kingdom by improving the quality, accessibility and effectiveness of treatment. We believe that every child and their family should be at the heart of the care they receive, working in partnership with professionals.

Mission

To further the charity's purposes for the public benefit, we advance, translate, deliver and share the best science and practice with everyone who impacts the lives of children and families

Vision

A world where all children and young people are able to achieve their full potential and where they and their families get support that is designed with their input, available at the right time, and meets their needs, so that they can develop their emotional and mental health.

Values

- Compassion – striving to empathise with the experience and feelings of others, reflecting constantly and with humility to honour the trust we are given.
- Inclusivity – children, young people and their families being at the heart of everything we do, listening and learning from them and from those who support them in education, social care and health, and across statutory, voluntary and community services.
- Collaboration – maximising impact by working in partnership with others, learning and sharing knowledge, expertise and experience.
- Creativity – imaginative in how we build new understanding, strengthen relationships and develop our skills as the foundation of excellent practice.
- Equity – ensuring we reach, include, listen to and learn from people of all backgrounds.
- Courage – experimenting and pioneering as part of how we learn.
- Integrity – acting with honesty and integrity, guided by evidence while keeping in mind what science cannot tell us.

Principles

1 We listen to and learn from the views of children and young people, work with them to build better solutions, and amplify their voices to aid better understanding of mental health issues.

2 We work with those who bring up children or work directly with them, from parents to foster carers, teachers, social workers and mental health professionals – those who know them best and know what works.

3 We partner with national and local government, public bodies, philanthropists, trusts and other stakeholders to change the system – and with families and communities to change lives.

Achievements and performance

Highlights of the year

September 2020

We expand our free **Mentally Healthy Schools** website to support primary schools and secondary schools across the UK. For the first time we provide schools with resources and information to address the curricula in Northern Ireland, Scotland and Wales.

Public Health England launches its **Every Mind Matters** website, part of a mental health campaign developed in partnership with the Anna Freud Centre, YoungMinds, The Mix and Place2Be.

The **UK Trauma Council** (UKTC), a new UK-wide expert body hosted and supported by the Anna Freud Centre, is launched. The UKTC brings together leading experts in research, policy and practice from all four nations of the UK to nurture and protect children and young people following trauma.

We launch **5 Steps to mental health and wellbeing**, our free, interactive framework to support schools to develop whole-school approaches to mental health and wellbeing. Each of the 5 Steps is accompanied by a free seminar to support staff to use the framework.

October 2020

The **National i-THRIVE Programme Team** launches an animation promoting the THRIVE Framework, developed by the Anna Freud Centre. The animation is made with the support of the Young Champions at the Anna Freud Centre and the Patient and Public Involvement Team within the Tavistock and Portman NHS Foundation Trust. The THRIVE Framework now supports over 65% of the population of children and young people in England.

November 2020

Our Patron The Duchess of Cambridge unveils the findings of the biggest ever UK study on the early years. The Centre's Chief Executive, Professor Peter Fonagy and Education and Training Director, Professor Eamon McCrory, were members of The Royal Foundation steering group for the study.

December 2020

Professor Sir Michael Marmot, the world authority on health inequality, launches our new series of **Transformation Seminars** at which speakers are invited to respond to a simple question: what is the one big idea you have that could transform children's and families' mental health?

"At the Anna Freud Centre and in the Pears Family School, so many people do extraordinary things every single day. I am humbled to have my small contribution identified for this honour, but I like to think of this as recognition of all the amazing work and dedication of everyone involved."

- Brenda McHugh

January 2021

Brenda McHugh, Co-Founder of Pears Family School is awarded an MBE for services to education in the New Year Honours List.

We launch the **Schools Support Service** which provides free resilience support via schools for pupils, staff, parents and carers. The service is part of the Anna Freud Centre's response to the enormous pressures of the coronavirus pandemic – with a significant gap in mental health support, particularly for children and young people experiencing low to moderate difficulties who could be helped earlier, before their difficulties get worse.

We launch **#BeeWell,** a major new partnership, with The University of Manchester, leaders from Greater Manchester Combined Authority and all of the city-region's secondary schools. In the wake of the coronavirus pandemic, the project will survey children about their wellbeing and preparedness for life beyond school and is the first in the UK to cover all secondary schools in a city-region.

February 2021

The Anna Freud Centre celebrates this year's **Children's Mental Health Week** by encouraging children and young people, their families and those who work with them to open up to mental health. Through our Mentally Healthy Schools toolkits, we share self-care activities and our animations. We work with Johnny Benjamin's charity Beyond to promote teacher wellbeing, and hold a public conversation between our Medical Director Dickon Bevington, and Newsreader, Strictly star and mental health campaigner, Kate Silverton.

We publish a **survey of early years workers** revealing that a high proportion of nursery staff have worked with children facing complex problems including domestic violence, parental substance use, abuse, and bereavement. Many staff admitted that they had found these needs difficult to manage. Based on these findings we develop a programme of free seminars to help early years workers support these children.

"We are delighted to be working with West London NHS Trust together on this national training contract, supporting the development in competence and confidence of the workforce to understand and respond to the needs of people with complex mental health difficulties associated with a diagnosis of 'personality disorder.'"

- Claire Evans, Head of Children and Young People's Mental Health Workforce Development at the Anna Freud Centre

March 2021

We publish a survey of young people as we launch **Mentally Healthy Schools for secondary schools and FE settings**. The site is the UK's first information and resource hub offering free, quality-assured mental health resources and guidance for schools and colleges. The survey of 3,000 young people finds that 93% want mental health to be brought into the classroom and for conversations about mental health to be normalised in schools and further education (FE) colleges.

April 2021

In partnership with the West London NHS Trust and UCL, we are awarded the contract to deliver the **National Hub for the Knowledge and Understanding Framework (KUF)** training by NHS England and NHS Improvement, Health Education England and HM Prison and Probation Service. The KUF Hub will support the growth of skills and knowledge of professionals working with service users who have complex mental health difficulties, across health, social care, criminal justice and the third sector

May 2021

The UKTC launches a new portfolio of free, **evidence-based resources for school staff, bereavement services and NHS mental health services** in collaboration with **Child Bereavement UK, Winston's Wish** and the **Childhood Bereavement Network**. The development of the portfolio is funded by the government's Coronavirus Community Support Fund, distributed by The National Lottery Community Fund.

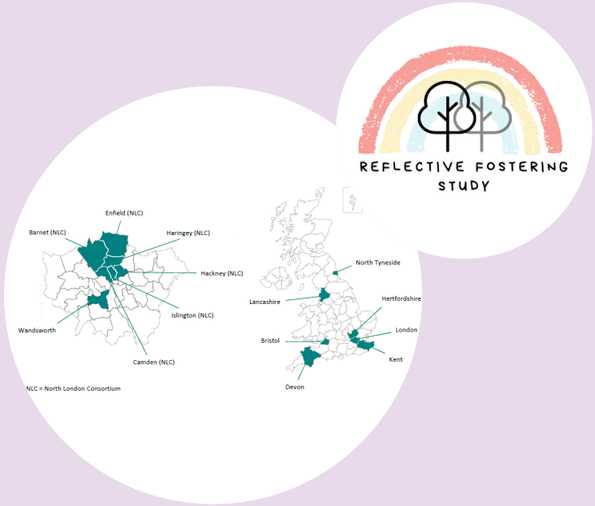
A new initiative, Drumathon LIVE 2021, is launched to raise funds for the Centre and the UKTC. The event starts in Mental Health Awareness Week with a drum fest that continues for a week. Fifty world class drummers take part, including Will Champion of Coldplay, Nick Hodgson of Kaiser Chiefs, Phil Gould of Level 42, Cherisse Osei of Simple Minds, and Ian Matthews of Kasabian.

To mark Mental Health Awareness Week, we accompany The Duke and Duchess of Cambridge on their visit to The Way Youth Zone in Wolverhampton, which supports children and young people with their mental health and wellbeing. The project is part of HeadStart, a six-year, £67.4 million National Lottery funded programme set up by The National Lottery Community Fund which enables young people to thrive by building their resilience and providing support when and where it is needed. We are leading the national evaluation of HeadStart.

The Secretary of State for Education, the Rt Hon Gavin Williamson MP, announces the launch of the **National Centre for Family Hubs (NCFH)** which will be led by the Anna Freud Centre. The NCFH will support the scaling up of family hubs across England. The hubs provide integrated early help services that aim to improve the accessibility and quality of early intervention for families as soon as difficulties arise – from the early years of children's lives and in the years following.

June 2021

We announce the start of our Reflective Fostering Study, the largest ever UK study to evaluate the impact of a foster carer support programme. This randomised controlled trial will run from September 2021 until late 2023. It will work with 720 foster carers in over 12 local authorities. The Reflective Fostering Study is funded by the National Institute for Health Research (NIHR).



"Mental health disorders are a leading cause of disability in the UK. The focus of the Health and Social Care Select Committee on successive governments' performance in this area is most welcome."

- Peter Fonagy

"I am honoured to receive this acknowledgement of the work the entire Schools Division is achieving. I work with a fantastic team in an amazing organisation and that's where the credit lies."

- Jaime Smith

Jaime Smith, Director of the Centre's Schools Division, is **awarded an MBE for services to education** in the 2021 Queen's Birthday Honours List.

Our Patron, Her Royal Highness The Duchess of Cambridge, launches **The Royal Foundation Centre for Early Childhood.** Our Chief Executive, Professor Peter Fonagy, and Director of our Education and Training Division, Professor Eamon McCrory, have been part of the steering group and provided expert guidance on the importance of the early years.

July 2021

We publish **Early years staff wellbeing: a resource for managers and teams**, in partnership with five local authorities and the National Day Nurseries Association. Based on a survey of 1,500 nursery staff and workshops with 22 nurseries, the resource uses the perspectives of staff to help settings create their own wellbeing policies and activities.

A research team led by our Chief Executive, Professor Peter Fonagy, wins a major **UK Prevention Research Partnership (UKPRP) Consortium award** for the Kailo project. The project aims to improve adolescent mental health in communities experiencing different forms of disadvantage. It is a collaboration between a wide range of universities and expert groups and is informed by an expert advisory group co-chaired by Professor Sir Michael Marmot (Director of the UCL Institute of Health Equity) and Dame Rachel de Souza (Children's Commissioner for England).

Professor Peter Fonagy, Chief Executive of the Centre, is appointed to the **Health and Social Care Committee's Expert Panel** to evaluate the government's pledges on mental health.

August 2021

The Centre's Schools and Colleges Early Support Service announces a series of **free, online workshops** for parents and carers on how to support their child's wellbeing as exam results come out. The workshops are run by Anna Freud Centre experts with a background in both education and mental health. They offer support for parents and carers who are worried about their child's reaction to their results. The workshops help parents and carers to reflect on how best to continue supporting their child, and to identify new strategies if they are needed.

The Department for Education announces plans to **expand its family hubs programme**, led by the Anna Freud Centre, to support local areas across England. Thousands of families will benefit from this investment as it will improve their access to early intervention as soon as difficulties arise.

Changing ourselves

This year we have carefully reviewed, revised and redeveloped our organisational strategy. This strategy – Closing the Gap – is a transformational initiative, focussing our efforts on identifying the gaps in the mental health support for children and young people in the UK and collaborating with others to meet the unprecedented demand for help. To achieve our ambition of closing the gap, we have also identified a need to change ourselves, and we have articulated several enabling conditions to underpin the delivery of our five-year strategy.

Digital transformation

Adapting our interventions to work online means we can reach new audiences. And while face-to-face work will always remain important, one of the questions we have been grappling with this year is: how do we respond to such demand?

This is what Closing the Gap is about. This year we have been identifying some of the infrastructure issues, including our digital capability, that we need to address to reach wider and new audiences. This year we have created a sub-committee of the Board dedicated to digital transformation, and a cross-organisation working group to champion digital transformation across the Centre to ensure good governance and effective prioritisation and planning.

We have carried out consultations with staff to understand our operational and strategic needs and develop our digital capability to meet our ambitions. We have also completed a capability mapping exercise across the Centre which identified over 100 opportunities for digital development.

As part of our investigation into what the Centre needs to achieve transformation, we ran a series of workshops with key teams, identifying requirements and opportunities for a customer relationship management (CRM) platform and learning management system (LMS). This has enabled us to start a procurement process to identify organisations to meet the needs .

Review of IT operations

Online security remains a priority for the Centre, particularly in light of remote working, and we have carried out a great deal of work to ensure that we maintain the highest safety standards.

This year we have renewed our Cyber Essentials certification and we are now working towards Cyber Essentials Plus. We have made significant steps forward with the introduction of a new mobile device management solution already used to protect our laptops and PCs. This will ensure that mobile phones are securely configured. It means that when a device is lost, security settings are in place and encryption is enabled so hackers cannot access our data. The system can also be used to remotely remove the Centre's data from devices to further ensure that the data can never fall into the wrong hands.

As part of our developing security activities, we have carried out penetration testing against infrastructure, systems, and websites and are expecting penetration test reports in November 2021. The report will identify the actions we need to prioritise to continue to develop our online security.

We have taken a holistic approach to cyber security by including regular reminders of risks and how to avoid them in our internal communications. All staff have completed cyber security awareness refresher training. As a result of these activities and initiatives there have been no successful phishing or ransomware attacks.

"As a person of colour working at the Centre and a member of the Anti-Racism Working Group, it's been really reassuring knowing that the Anna Freud Centre has begun making the steps towards becoming a truly anti-racist organisation. It makes me feel more comfortable suggesting possible areas of improvement or flagging any issues that arise. I hope that we can continue building on this work to uplift other marginalised communities both in terms of staff in the Centre but also the young people we work with."

- Anisatu Rashid, member of staff and Anti-Racism Working Group

Equity, diversity and inclusion (EDI)

We have been open about our failings regarding EDI in the aftermath of the murder of George Floyd. This year, we began our strategic commitment to building an organisation with the principles of EDI at its heart, to promote social justice. Without an absolute commitment to reform, we will not develop the skills, insight or values we need to become the inclusive organisation that our emerging Closing the Gap strategy demands.

This year we have established our EDI Committee, which is chaired by our new trustee, Pamela Hutchinson OBE. The committee reports directly to the Board of Trustees. The Board provides oversight of the EDI agenda, and of the execution of the EDI strategy and plan. Membership of the committee comes from across the organisation.

We also set up the Anti-Racism Working Group to advise and support the Executive in the development of a Centre-wide anti-racism workplan. The group's main goal is to ensure that the culture of the Centre is a racially inclusive, self-aware, diverse and equitable workplace for all staff. Membership is voluntary and open to all, with some posts being financially supported to ensure that the work is prioritised. These staff-led groups have run online discussions with internal and external speakers to promote understanding of EDI on issues including allyship.

In October 2020 we secured the services of Laurelle Brown Training and Consultancy (LBTC) on a two-year contract so that we can develop an EDI strategy and embed it in our work. As part of this work, we ran regular staff surveys about EDI to monitor progress and encourage and support staff to take actions within their teams. The findings will shape our new strategy. The findings are distributed in real time to promote an open, transparent and safe conversation about EDI.

All staff were invited to EDI training which was rolled out across the organisation and completed in November 2020. There is now an ongoing commitment to EDI training which will be extended to new starters on a regular basis in future.

In July 2021, LBTC published a snapshot EDI review which looked at the work across the Centre and included ten recommendations, all of which have been endorsed by the Executive. This was followed by a series of reflective workshops to engage colleagues and understand views from across the organisation. We have also run workshops to shape and advise on the EDI delivery plan.

We have run affinity groups on race, gender and sexuality, and we provide opportunities for staff to contribute to EDI thinking anonymously to ensure that all contributions can be made safely.

All staff are encouraged to reflect on their practice and to be open to change. For example, with input from staff we have issued a style guide to promote a consistent and inclusive approach to the language we use. Our research teams have produced reports documenting the impact of the pandemic on minoritised groups. To promote active engagement with all staff, every week our staff newsletter has a section on EDI outlining the latest action and activities under the strapline "Discuss, join, share, act". All information is available to staff on the intranet as part of our commitment to transparency.

"I agree with the report's conclusions that we need to do better, and I feel confident that with the full commitment of the Board and the Executive we will be able to do better but only if we work together with energy and imagination to implement a fairer vision for the Centre and work from within it toward creating a more socially just world for the children and families we serve."

- Peter Fonagy, Chief Executive

We have established an LGBTQI+ Working Group, which is developing along similar lines to the Anti-Racism Working Group by helping to advise us and guide our work. The group has invited external speakers, such as Leng Montgomery, to contribute to our thinking on LGBTQI+ issues.

We have issued public statements on the gender clinical judicial review rulings in October and December; violence against women and girls; and to commemorate the first anniversary of the murder of George Floyd.

In August we put out calls to set up additional working groups on neurodiversity and mental health, accessibility, and anti-classism, which will operate on a similar basis to the existing working groups.

We are aware this is only the first step to developing a new culture but we are greatly encouraged by the active leadership of staff from around the organisation.

We successfully established a summer internship programme for early career researchers from minoritised ethnic backgrounds. Training components included shadowing, working on projects, learning sessions, journal clubs and mentoring.

We have worked alongside the University of Nottingham to found and develop a youth mental health and racism special interest group funded by Emerging Minds. As part of this special interest group we are working on a study to hear from young people from minoritised ethnic groups about how we can make mental health research more inclusive.

We incorporated spotlights on race and ethnicity into our *Emerging evidence: coronavirus and children and young people's mental health* series. We also published a research bite focusing on protective factors for young people of colour. A second research bite on youth mental health and racism, though behind schedule, is now underway in partnership with the Centre for Mental Health.

Both the Child Outcomes Research Consortium (CORC) and the Evidence Based Practice Unit (EBPU) have both published reflections one year on from our initial statements around our commitment to EDI.

These can be found below:

- Equity, diversity and taking an anti-racist stance: one year on from our commitment, EBPU
- Black Lives Matter: CORC statement of support: one year on

Credit: Jake Fairnie

Supporting staff

Our staff are our most important asset. We want the Anna Freud Centre to be a great place to work where every contribution is appreciated and acknowledged. The pandemic has affected staff in different ways. In addition to our commitments outlined in our EDI strategy, we are determined to make sure that staff wellbeing is a primary consideration during this difficult period and beyond.

In recognition of the additional pressures brought on by working from home, we now end our working week at 3pm on Fridays. This policy will be reviewed in the future once restrictions have been lifted.

Additionally, we encourage all staff to take a Wellbeing Wednesday afternoon off once a month. We ask staff to use this time specifically to take part in activities that will improve their wellbeing to help alleviate any stress that may result from changes to working conditions caused by the pandemic.

Regular emails are sent out from the Executive to make sure that all members of staff are clear about pandemic-related working practices. All new government advisory announcements are followed by briefings explaining the impact on staff. The staff newsletter, Staff in Mind, includes further information about working practices during the pandemic and all major updates are posted on the intranet.

We have already improved our family leave policy and we will continue to work with staff and volunteers to support their wellbeing. We will engage staff in developing our work as we move forward with Closing the Gap, and we will increase our central support resources to support our staff. We will build on our wellbeing surveys to identify how we can continually improve and develop our internal communications to promote staff involvement and participation in decision-making.

We have an employee assistance programme available to all staff. It offers counselling, information and advice on a range of issues. The service is provided by an external company and all conversations remain confidential.

We also have a Mental Health First Aiders programme run by trained staff volunteers. The programme supports people who are experiencing, or know someone who is experiencing, a mental health issue or the worsening of an existing mental illness or emotional distress. The first aid is given until appropriate professional help is received or until the crisis appears to have been resolved.

Environmental responsibility

We are acutely aware of our environmental responsibility. Our award-winning new building opened in May 2019 and was built to conform with the highest standards of energy conservation and sustainability.

The building includes a natural ventilation system; a rainwater harvesting system that collects rainwater for use in toilets; automatic lighting systems; green roofs planted with wildflowers; nesting boxes; solar panels; and automatic windows which operate based on levels of CO2, precipitation and temperature. In January 2021 the building was certified as 'excellent' by BREEAM (Building Research Establishment Environmental Assessment Method). We are making ongoing amendments to our building at Rodney Street in London to ensure it provides a safe environment during the coronavirus pandemic while continuing to operate in the most sustainable way. This includes a focus on the building's ventilation system.

We are carrying out an eco-audit with external consultants, which will be completed in October 2021. This report focuses on greenhouse gas emissions, policy, energy, waste and water, procurement, travel, and health and wellbeing, and makes a series of recommendations under each item.

Our auditors, Sustain Quality, say the Anna Freud Centre "is aware of the environmental challenges organisations face when managing businesses and buildings, as well as its role regarding sustainable practices."

Credit: © Agnese Sanvito

Schools and FE colleges

Approach

We want all settings to be mentally healthy schools and colleges so that all children and young people, whatever their circumstances can thrive. This year we continued to deliver the Department for Education (DfE) funded Link Programme, adapting it for online delivery, to bring together education and health professionals. We have developed new training and resources to encourage schools and parents and carers to work together, particularly when children are struggling at school, are at risk of exclusion or have been excluded.

We expanded our digital reach by developing new resources and expanding Mentally Healthy Schools across the UK. We launched our digital 5 Steps programme which offers a framework for schools and FE colleges to develop their own whole-school approach.

To further support mental health in schools we launched the pilot of our Schools and College Support Service, which offers resilience support to teachers, pupils and parents and carers via schools.

We have also developed our clinical work in schools, providing outreach support for children with complex difficulties.

Our services are in demand globally and we are developing mental health support to a family of international schools.

By bringing together clinical and training expertise with our new digital platforms, we are in strong position to develop our emerging Closing the Gap strategy so that all schools and FE colleges can provide a whole-setting approach to mental health.

Extending our clinical offer

Our Schools Outreach team is a London-based schools service for children and young people who are struggling with a range of complex difficulties in the classroom. This year, during the pandemic, our team rapidly adapted to delivering support remotely to 17 London schools, reaching 114 young people and building capacity across the school community. The service received high satisfaction ratings.

In Brent West, the service continued throughout the pandemic working with children aged 4–18 and with young people with special educational needs up to the age of 25. This year our work included 199 individual interventions for young people, running reflective group programmes for 19 foster carers, and 64 consultation sessions for professionals.

In addition, the team provided training to school staff on challenging behaviour and trauma-informed care.

"We have seen our most hard-to-reach parents and carers access the support service available, and they have spoken very positively around the support they have received. Staff across the school have chosen to access the teacher wellbeing consultations to help them during these very challenging times... It has proved to be a safe space, open platform and a source for support for everyone connected to the school community."

- Rahi Popat, Pastoral Support Officer, Keyham Lodge School

Developing innovative interventions

The Schools and College Support Service is part of the Centre's response to the enormous pressures of the coronavirus pandemic and aims to fill a significant gap in mental health support, particularly for children and young people experiencing low to moderate difficulties. This year we ran our pilot programme in 60 schools, training hundreds of students in peer support, providing wellbeing consultations for teachers, and delivering parenting support for parents and carers. The service also provided post-exam workshops for parents and carers.

In total, 90 young people completed a structured intervention to treat anxiety or low mood. Improvement was evident in all cases with high levels of satisfaction reported by parents and carers, teachers and young people. The pilot service was generously supported by Hands Family Trust, the Garfield Weston Foundation, the Berkeley Foundation, the Foyle Foundation and Barclays Bank PLC.

Working together: health and education

The Link Programme, funded by the DfE, brings mental health professionals together with schools and colleges throughout England with the support of CCG leads. It gives professionals a shared language to pool local knowledge and plan services together.

This is our fifth year of running the programme, and in response to the restrictions imposed by the pandemic, we adopted a blended learning approach and delivered a total of 151 online workshops to 1,287 participants. These included 663 mental health professionals and staff from 617 schools and FE colleges. Over 80% of delegates reported improvements in each of the six key aspects of joint working.

In May 2021 we delivered an online learning event to 152 attendees from local authorities, CCGs, schools/FE colleges and mental health services across the country. Speakers included representatives from the Anna Freud Centre and the Department of Health and Social Care (DHSC) along with stakeholders who had participated in the programme.

"One brilliant example is the Pears Family School, an alternative provision that not only supports pupils excluded from school but draws on its expertise as an alternative provision with a reputation for exceptional parental engagement to build the capacity of mainstream teachers to support those learners in their classrooms. It does that by offering continuous professional development focused on parental engagement, supporting teachers with strategies to engage with parents. Its approach has been found to re-engage disaffected pupils, and it offers holistic support to vulnerable pupils and their families."

- Andy Carter, MP for Warrington South, Westminster Hall debate on the Timpson review of school exclusion

Working together: schools and parents and carers

Developing engagement between schools and parents and carers is a key element of building our whole-school approach to mental health and wellbeing.

This year we developed a Level 2 Qualification in Parent and Carer Engagement in Child Mental Health in partnership with experts at Pears Family School. The qualification is accredited by OCN London, a not-for-profit qualification-awarding organisation.

This course was co-developed with the parents and carers of Pears Family School, the school we founded for young children aged 8–13 who have been excluded or who are at risk of exclusion. The resources include a series of podcasts to supplement the course materials.

We also completed delivery of the All on Board training programme in parent and carer engagement. The training programme was designed to develop the skills and knowledge of education professionals from up to 10 alternative provision and 30 mainstream schools across two to three hubs in England. The project was made possible through the generous support of the KPMG Foundation and Porticus.

We secured £200,000 from the Esmée Fairbairn Foundation to deliver free training in parent and carer engagement to 400 mainstream school leaders and staff, to manage complex pupil behaviour and reduce school exclusions.

We also completed the delivery of the DfE-funded Parent Coaching for Pupil Progress programme. The programme supported three alternative provision hubs in Cornwall, London and Barnsley. The programme was recognised in the Alternative Provision Innovation Fund evaluation report for inclusive practice.

"The All on Board training and consultation work was of the highest quality. The knowledge and expertise was tailored so well to the needs of our Academy Trust. The training was delivered in a relaxed and bespoke way. It has resulted in helping to change mindsets that in turn has had far reaching impact."

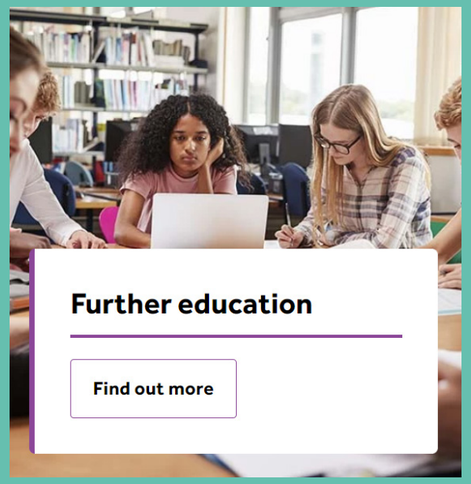
- Daniel Thrower, CEO of The Wensum Educational Trust

We also ran consultations with organisations in Cornwall, Devon, Norfolk and Lambeth on parent and carer engagement.
We developed and disseminated The Parent and Carer Engagement Scale (PCES). This was co-developed with the parents and carers at the Pears Family School through focus groups and consultation around accessibility of the scale for a variety of communities. The PCES tool was included as part of training for senior school staff in parent and carer engagement to reduce school exclusions. This training was funded by the Esmée Fairbairn Foundation. Delegates were given access to the PCES tool and trained in its use and how to implement it in their settings.

Expanding our digital resources to support whole-school approaches

Mentally Healthy Schools brings together, on a single website, quality-assured mental health resources, information and advice for schools and FE settings in England, Northern Ireland, Scotland and Wales. On 1 September 2020, Mentally Healthy Schools extended its offer by providing all secondary schools with resources adapted to meet the needs of curricula across the UK. Preparatory work with agencies and government departments allowed us to launch the site with endorsements from organisations throughout the UK.

The number of secondary resources uploaded to the site was exceeded, with over 200 secondary resources uploaded to the Mentally Healthy Schools resource library during the year. Over 269,600 users were reached and over 2,095 secondary schools or FE colleges signed up to the mailing list. We added a new range of topics for secondary schools and FE colleges, including puberty; gender diversity; LGBTQI+ children; and young people and drugs and alcohol.



"As services become more and more stretched in underfunded schools, there are fewer outside agencies coming in to support children. As a result of this, teachers are having to broaden their knowledge base to meet the needs of the children in their classes. The Mentally Healthy Schools resource bank is ideal to support this. I especially find the search utility so useful. There is a wealth of information and resources for everything to do with mental health."

- Sharon Dowie, primary school teacher, Northern Ireland

"[Mentally Healthy Schools] is a key part of what we use when it comes to mental health and wellbeing resources. The website is outstanding. I wish I could get it out to more teachers as there is nothing like what you offer in Northern Ireland."

- Nicola McKeown, primary school teacher, Northern Ireland.

To complement our Mentally Healthy Schools resources we launched our **5 Steps framework** on 29 September 2020. This is a unique, evidence-based framework allowing schools and colleges to create their own tailor-made whole-school approach to mental health and wellbeing. It simplifies the task of developing a whole-school approach by providing resources in a single place online, and by bringing together ideas to engage the wider community, lead change, understand need, promote wellbeing and support staff.

The framework is interactive, simple and free. It has been developed for teachers by mental health experts and teachers. Our target to register 2,500 members on the site was exceeded by 29%, with 3,214 members signed up by 31 August 2021. During this period there were 201,245 pageviews on all the 5 Steps pages and 22,495 resources were downloaded or accessed.

Information, training and resources are shared through our free **Schools in Mind** learning network whose membership expanded from 19,067 to 30,966.

"I have found this framework has been my 'rock' to setting out and planning ahead how our school can develop [and] progress continuously.

- Anonymous, 5 Steps user

"It [5 Steps] has given a clear and concise package of instruction which has helped form the basis of a strategic framework which I have been able to share with SLT [the Senior Leadership Team] and governors. The stages are clear and, as a result, I have been able to put mental health provision at the forefront of the school agenda, for staff, students and community."

- Anonymous, 5 steps user

3,214

5 Steps members by August 2021

22,496

5 Steps resources downloaded

30,966

Schools in Mind network members

International work

Our work has expanded beyond the UK. Mentally Healthy Schools is accessed globally and in September 2020, we ran a remote training session on a whole-school approach to mental health and wellbeing which was delivered to 60 delegates from the Council of International Schools.

We were commissioned by Nord Anglia Education, a family of international schools operating across the Americas, Europe, Asia and the Middle East, to provide mental health awareness training to over 12,000 school staff. Nord Anglia Education also commissioned us to provide mental health training for senior leaders, for up to 120 delegates. Nord Anglia Education has 76 schools in over 31 countries delivering to 68,000 students.

The courses we developed this year will be rolled out in September 2021 with a target to reach over 5,000 delegates between September 2021 and September 2022.

Other sucesses

In April this year we launched a 12-week pilot course in **leading a mentally healthy school**. The course aims to help senior mental health leads identify at-risk children and young people and those exhibiting signs of mental ill health, and at improving the knowledge of the mental health services in local areas.

The seven-module course included interactive and self-guided elements and was attended by 17 delegates from a range of secondary and primary schools. One delegate commented, "I really enjoyed it and hope that we can all meet again and keep this network going".

SmartGym is a reactive wall that was originally developed to support elite athletes. We have adapted it to suit the needs of young people by providing targeted physical and mental activities to support the development of core life skills. This year we designed the SmartGym CardioWall Resilience Programme (SCRP) and delivered it as a pilot to Gloucestershire Health and Care NHS Foundation Trust and Newent Community School and Sixth Form Centre. This intervention, funded by the Academic Health and Science Network (AHSN), was delivered to children at risk of exclusion. Teachers reported that a high percentage of children using SmartGym are no longer a cause for concern. A report detailing the positive outcomes for children, including improvements in mood, motivation and attention, is due for publication in February 2022.

The Anna Freud Centre became a partner of **IntegratED**, a network which aims both to reduce preventable school exclusions and improve the quality of education for children excluded from school. Our practice was featured in their annual report and we contributed to the *Alternative provision quality benchmark toolkit*.

In collaboration with the Communications team at the Centre, we shared knowledge and good practice through the creation and launch of digital resources on the Anna Freud Centre site, including the Turning things around booklet and a booklet sharing expertise about running an alternative provision during lockdown.

Applied research and evaluation

This year we focused on implementing and delivering our new research strategy. We researched and disseminated findings on the impact of the coronavirus pandemic. We built on our EDI work, with a focus on involving young people from traditionally underserved groups in the design and delivery of research. We also developed new and accessible training resources and published a series of video-based bite-size training sessions for practitioners. These sessions focused on mental health measurement and outcomes feedback.

Emerging evidence

Last year we started to publish a series of research reports, summarising the emerging evidence on the impact of the coronavirus pandemic on children and young people's mental health. We have continued this series, with five new research findings published this year.

The publications aimed to answer three questions:

- What are the key mental health challenges for children and young people during the coronavirus pandemic?
- What are the key mental health challenges for disproportionately affected groups?
- What might help children and young people to manage these challenges?

The series brought together findings drawn from rapid reviews of research literature from around the world. The publications were shared with key audiences and provide an immediate snapshot to help professionals understand and respond to the impact of the pandemic on children and young people's mental health.

We also continued to publish our series of research bites, offering concise and timely insights on topical issues, based on rapid reviews of existing research. Two research bites were published: *Supporting pupil mental health and wellbeing during the return to school* and *A brief review of protective factors for positive mental health among children and young people of colour.*

To date, the emerging evidence and research bite publications have been downloaded over 8,000 times from annafreud.org.

Supporting young people to manage their mental health using digital technology

We completed our research project examining the impact of MeeToo, a digital peer support tool that allows users to post anonymously about anything troubling them and to receive replies and support from other users in their age group. All posts and replies are checked by moderators before they go live and in-house counsellors provide extra support if it is needed. Our research found that MeeToo is an effective source of peer support for young people, which is particularly important given the high levels of need among its users. We shared findings with young people through a video and a leaflet we created.

Led by CORC, we have been working with Kooth, the leading online counselling service provider in the UK, in developing a measure to assess the impact of their single-session support.

Developing an approach to pragmatic evaluation

EBPU and CORC have a number of pragmatic evaluations – evaluations which use appropriate mixed-methods combining different tools and techniques at a practical level - in planning or underway to test our approach. The approach is being refined based on these early projects. Examples include:

- The evaluation commissioned for Advantage – a mentoring programme led by West Ham United's charitable arm
- An evaluation of two approaches to support the mental health of young people in FE colleges in the Greater Manchester area, commissioned by the Association of Colleges
- An evaluation of The HappySelf Journal – a journaling approach designed to support reflection and improve mental wellbeing
- Data analysis conducted for Queen Mary University, London, to measure the impact of a mindfulness-based practice intervention developed for primary school contexts.

In total our staff contributed to 37 peer-reviewed articles. We have maintained activity in all four areas of our research strategy: risk, resilience, change and choice. Examples include:

- recently published findings about the role of mental health symptomology and quality of life in predicting referrals to specialist child and adolescent mental health services (risk)
- exploration of 'enduring mental health' in childhood and adolescence (resilience)
- findings from our ongoing HeadStart programme, around the trajectory of mental health problems in adolescent boys and girls (change)
- a recently published systematic review of shared decision-making interventions in child and youth mental health (choice).

We continued to help shape the research agenda and promote the voices of user groups by working with young people and other stakeholders to set research priorities on digital and mental health for young people as part of the Mental Health Policy Research Unit (MHPRU). This unit was established by UCL and King's College London to help the Department of Health and others involved in making nationwide plans for mental health services to take decisions based on good evidence.

National evaluations of community forensic child and adolescent mental health services and the Framework for Integrated Care (SECURE STAIRS)

We completed the final reports for the national evaluation of community forensic child and adolescent mental health services (F:CAMHS) and the Framework for Integrated Care (SECURE STAIRS), which addresses the needs of children and young people in secure children's homes, secure training centres and young offender institutions.

The F:CAMHS study is a national cohort study and includes secondary data on 1,311 advice cases and 1,406 referrals in the analysis. It found that over a quarter of young people referred to community F:CAMHS had not previously been in contact with mainstream child and adolescent mental health services (CAMHS), despite high proportions of young people in forensic services having unmet mental health needs. The study also found that 50.9% had experienced or witnessed multiple traumatic events and that 58.4% presented with multiple difficulties, highlighting a need for community F:CAMHS, and other services working with this group of young people, to be trauma-informed and developmentally-attuned. The full findings were written this financial year, and will be published in September 2021.

The evaluation of the Framework for Integrated Care (SECURE STAIRS) was also completed and we are now working with NHS England and NHS Improvement to finalise the report.

Education and training

Training

This year we have focused on broadening our reach as well as increasing revenue, and we have seen an exceptional growth in our paid-for training and free events. Our free events have allowed us to reach new audiences, while our marketing strategy has targeted under-represented groups.

We also trialled a bursary and scholarship offer. We have awarded 15 bursaries to date and we are working on developing a more comprehensive programme to launch in autumn 2021.

We now routinely collect EDI data which show that our efforts are paying off: the percentage of delegates from non-White groups is almost 50% higher than the national average and the percentage of delegates with a non-heterosexual identity is more than double the national average. However, people with disabilities are half as likely to attend.

We reached 42.3% more people across short course training, learning events and conferences compared to last year, with numbers rising from 22,864 to 32,536. Feedback on our online platforms has been positive and has helped make training more accessible by removing the need to travel, the cost of travel and the need in some cases to provide carer support.

This year we ran 39 free events, attended by 22,745 people, an increase of 131.4% over the previous year.

Numbers attending training commissioned by Health Education England also rose, and through our Educational Mental Health Practitioner training we have attracted a more

"Brilliant! For me the Zoom and other online platforms have removed the accessibility and capacity barriers that training such as this has historically had. A positive impact of the pandemic!"

- Early Years webinar, March 2021

"Zoom allowed me to attend when I wouldn't have been able to otherwise (no money for travel, hotels etc). So it was incredible. Please consider keeping zoom training even when the pandemic is over. This is such valuable training, and I heard many say they attended due to the Zoom opportunity. If I lived nearby, of course I'd love [to be there] in person. But the energy, passion and connection with people was very present in the Zoom format which is a testament to the skill of the presenters."

- MBT Basic Training, January 2021

Postgraduate studies

This year we focused on sustaining a high-quality student learning experience for 2020-21, while continuing to implement of a hybrid teaching model across all postgraduate study (PGS) programmes.

This was achieved across the department with robust student recruitment for all nine postgraduate programmes, which were delivered successfully via an online format for most of the academic year. Students noted their appreciation for the efforts made by staff during the pandemic in feedback, which is collected on a regular basis by programmes in a range of different formats.

Overall student satisfaction with the quality of their course was rated above 80% in the Postgraduate Taught Experience Survey (PTES 2021), across all Anna Freud Centre programmes. Two programmes received an overall satisfaction rating of 100%.

Launching the first set of blended learning resources

We launched the blended learning programme for the Postgraduate Certificate in Child and Young Person's Psychological Wellbeing Practice and the Postgraduate Diploma for Educational Mental Health Practitioners. These resources were created and launched in time to deliver the Postgraduate Certificate in Child and Young Person's Psychological Wellbeing Practice (CWP) and have also been used in the Educational Mental Health Practitioner Postgraduate Diploma.

For the CWP programme 95% of students indicated they found the course intellectually stimulating in the PTES 2021. Students have also fed back that they enjoy working flexibly using an asynchronous learning model where they are able to go through teaching materials at their own pace. This has supported students with diverse needs, including parents and carers and those with additional learning needs.

The Educational Mental Health Practitioner Postgraduate Diploma course focused its delivery on a synchronous model (livestreamed teaching online). Some of the blended learning resources created for the CWP programmes were also adopted here. The programme received a satisfaction rating of 100% in the PTES 2021, where students indicated the learning materials provided on their course were useful.

Seeking formal UCL approval for the implementation of a major programme amendment to the MSc in Psychoanalytic Developmental Psychology

The programme has successfully recruited its first MPhil/PhD student who enrolled with UCL in September 2021. It means that the programme will transition from a one-year to a two-year programme. It will include a placement in the Early Years Clinical Services. The programme is looking to secure funding and/or other sources of sustainable income to support new student intake in future years.

Establishing a PGS Staff-Student Equality Committee (SSEDO)

We set up this group to develop and oversee implementation of a departmental EDI strategy. The group includes members of staff, students and alumni.

Clinical innovation

Adaptive mentalization-based integrative treatment (AMBIT)

AMBIT is an approach for teams who work with clients who have multiple needs but who find it hard to make use of help. It is applied in a variety of settings with people in a range of different age groups.

Impact of the coronavirus pandemic and EDI on our work

Both the pandemic and increased reflection on the need for attention to EDI had a major impact on our work and its delivery. In August 2020, all members of the team returned from furlough for a limited period to adapt our programme to remote training and remote versions of our trainings before returning full-time in September. We identified platforms to create online training that would mirror the relational, collaborative and experiential nature of our traditional in-person training.

We also reflected on the impact of EDI, adding three new items to the AMBIT integrated measure (AIM) and AIM cards, creating a new subscale that we have called, power and control, to acknowledge and assess the impact of discrimination and abuses of power on young people.

The core of our work continues to be the delivery of consultation, training and supervision to a range of professional groups (from boxing coaches to family therapists) in a wide range of services (from prisons to schools).

Increased demand

The AMBIT programme was also commissioned by Health Education England to deliver a pilot programme of training for the children and young people's crisis pathway workforce across England.

In total 176 training places were available, but the response to the training offer was extraordinary, with nearly 1,000 workers applying to be on the waiting list for training places.

As part of this crisis training programme, we delivered two new courses (in addition to AMBIT and motivational interviewing training), which were well received:

- Introduction to Child and Adolescent Mental Health for Non-Clinicians
- Introduction to Child and Adolescent Mental Health for Clinicians.

Our training extends internationally. This year we provided bespoke training to organisations from eight countries. We delivered 87 days of training, 14 consultation days and eight webinars. In April 2021 we held a consultation event with key members of the AMBIT community of practice across the world. The consultation sought to seek feedback on our ideas for establishing a system of accrediting international organisations to provide (and charge for) AMBIT training. Our resulting proposal has been agreed by the Centre and we plan to begin by accrediting two international centres by the end of 2021.

Supporting new projects

Other aspects of work include both supporting research and developing projects. This year we supported the forensic child and adolescent mental health services (F:CAMHS) evaluation, and the evaluation of the Framework for Integrated Care (SECURE STAIRS).

We also helped develop the Schools Support Service using AMBIT principles to create a peer support programme and associated training for secondary schools, funded by the Berkeley Foundation. Other projects we supported included delivering training for 1,000 Children in Need-funded youth projects.

Publications

Finally, the team published three papers, including one with the AMBIT-trained Child and Adolescent Substance Use Service (CASUS), reporting on outcomes over a five-year period and showing significant improvements in overall functioning for those receiving interventions from the CASUS team. We also published an introductory paper on mentalizing and its role in mental health practice. Significant progress was made towards our second AMBIT book, which will include chapters authored by teams implementing AMBIT across the world.

Family trauma

Adapting our Reflecting Parenting model for online delivery

This year we adapted trainings for online delivery so we could continue to provide support. Under the leadership of Dr Theresa Schwaiger in our Family Trauma Department, we adapted the Reflective Parenting (RP) model to several different populations. We also developed the following interventions for online delivery:

- A special guardians' RP group for under-fives and social workers working with older children, bringing together the Early Years and Family Trauma departments.
- An adoptive parents' group – two groups across the Early Years and Family Trauma departments.
- A service for fathers of babies where a partner has mental health difficulties – part of the Mind the Dad initiative.

We also increased the pool of trained facilitators in-house to run more groups in the Centre, including early years and trauma-specific populations.

This year, five members of early years staff trained in the Reflective Parenting (RP) model and have run groups for dads, special guardians and adoptive parents. In the Family Trauma department, we trained facilitators and consultants from within the Anna Freud Centre staff. We also recruited RP consultants externally to support both the in-house facilitators and other nationally and internationally trained facilitators in the delivery of the model in groups.

Delivering RP remotely

The RP model was incorporated into a wider offer from the Family Trauma Service but was not offered exclusively as the model of parent support due to an executive decision taken by the Family Trauma Service regarding parental needs. A plan to adapt the RP model for parents of adolescents was not progressed this year because of the focus required on some of the prioritised remote services, but this will be included in future work.

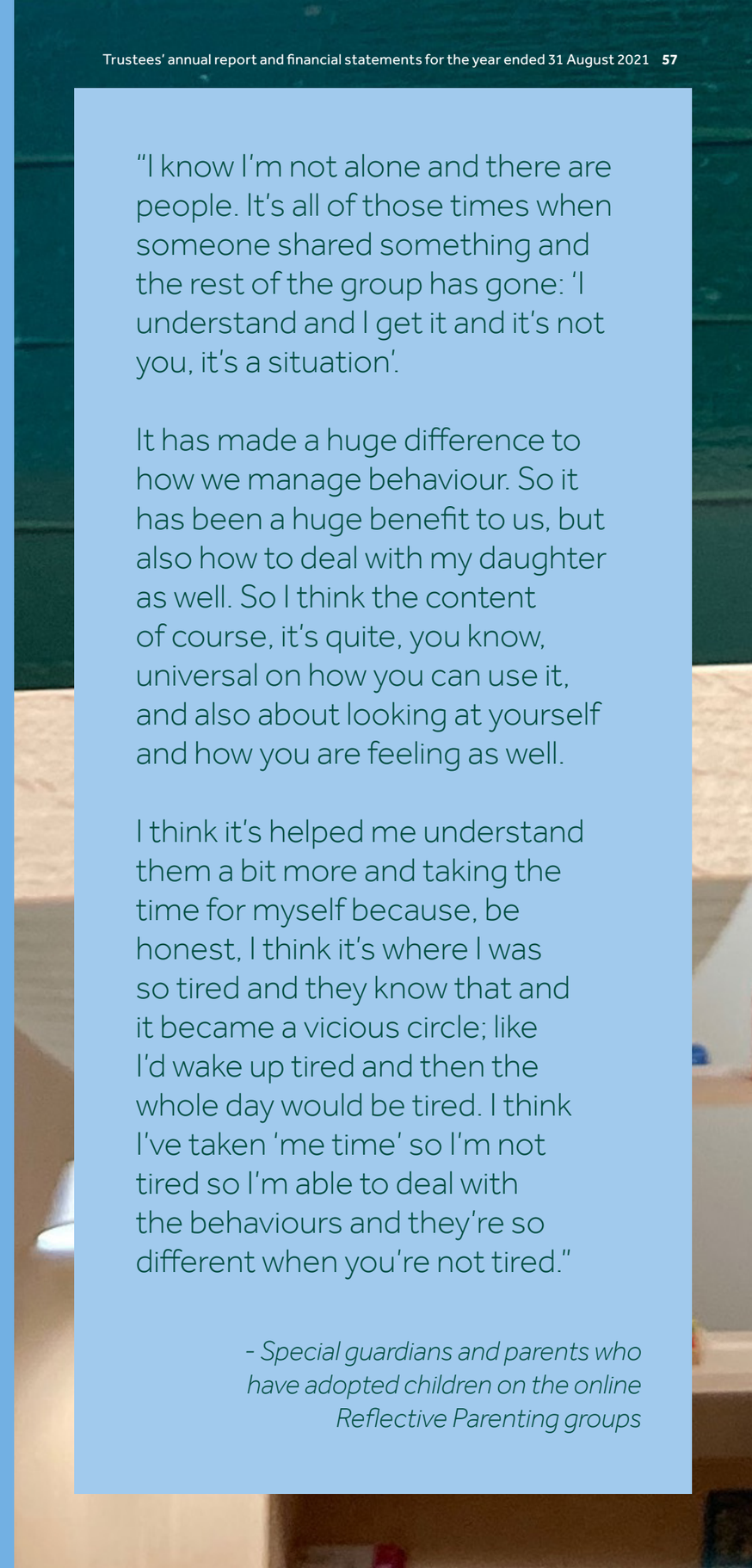
We published information about the development of the core model for the Reflective Fostering adaptation, but we still need to write a paper about the original model.

Setting up the randomised control trial

We successfully set up the clinical side of the Reflective Fostering Programme (RFP) randomised controlled trial (RCT) and the adaptation of the programme to online delivery in light of the coronavirus pandemic.

We are very proud to have achieved this thanks to some excellent cross-divisional work, bringing together clinical and research teams. An RCT is coming to the end of its first year of implementation, and the following has been achieved:

- The Reflective Fostering (RF) model has been adapted from face-to-face to remote or online delivery by Consultant Clinical Psychologist Dr Sheila Redfern, supported by Assistant Psychologist Rumour Sopp.
- We have developed a new remote wiki/workbook manual, which will be accessible to all facilitators.
- We have developed online remote training for facilitators delivering to remote RFP groups.
- We provided training to eight groups of facilitators across local authority sites.
- We provided consultancy training in-house and to external foster carer consultants to support the facilitation of RF groups, adherence to the model, and rating of the adherence for the research team.
- Our research team collected data on each group under the leadership of principal investigator Nick Midgley.



"I know I'm not alone and there are people. It's all of those times when someone shared something and the rest of the group has gone: 'I understand and I get it and it's not you, it's a situation'.

It has made a huge difference to how we manage behaviour. So it has been a huge benefit to us, but also how to deal with my daughter as well. So I think the content of course, it's quite, you know, universal on how you can use it, and also about looking at yourself and how you are feeling as well.

I think it's helped me understand them a bit more and taking the time for myself because, be honest, I think it's where I was so tired and they know that and it became a vicious circle; like I'd wake up tired and then the whole day would be tired. I think I've taken 'me time' so I'm not tired so I'm able to deal with the behaviours and they're so different when you're not tired."

- Special guardians and parents who have adopted children on the online Reflective Parenting groups

Early years

Testing and sharing protocols for remote interventions

Online therapeutic support for young children presents particular challenges. This year our team worked with Dr Sheila Redfern (Consultant Clinical Psychologist and co-creator of the Reflective Parenting Programme) to adapt the intervention for virtual delivery of the Reflective Parenting Programme (mentalization-based parenting groups), which has involved writing a new wiki manual for the approach.

Parent-infant psychotherapy (PIP) with children under the age of one usually takes place on the floor surrounded by toys and a play environment. We developed specific protocols to support the observation and engagement of the infant in the delivery of this therapy. These protocols include guidance for the clinician on how to support the parent or carer to set up the space and manage the interaction to include the infant effectively. The guidance has also been made into a publicly available wiki manual – and its dissemination was made possible via a series of webinars targeted at international PIP therapists.

Video-interactive feedback to promote Positive Parenting (ViPP)

The early years ViPP therapist led on forming an international working group with the intervention developers and other infant mental health experts, including professors from Oxford University, Cambridge University, the New School in New York, Leiden University, City University and the University of Surrey. The working group aims to finalise and test a digital protocol that clearly outlines how best to deliver the intervention remotely, without losing the core components that make it effective. This working group has also tested out different video platforms to find the most suitable one that meets the requirements for this particular video-feedback intervention. This protocol is again available as a wiki manual.

Developing and testing support for the perinatal period

We developed and tested a training and supervision programme for parents in the perinatal period who are struggling with their mental health and parenting, and helping them to access evidence-based interventions.

Developing a staff wellbeing resource

In response to a request from a local authority, we developed a new resource for early years practitioners to promote staff wellbeing in early years settings. We worked with five local authorities and the National Day Nurseries Association to produce and promote a survey of 1,458 early years staff. Together we ran a series of workshops identifying best practice and, using the findings, produced a resource which was downloaded over 2,000 times.

Leading the largest RCT of a parent-infant intervention (in perinatal mental health teams across England)

The Circle of Security Parenting Intervention (COSI) study is a four-year National Institute for Health Research (NIHR) Health Technology Assessment-funded RCT to explore the clinical and cost effectiveness of a group-based intervention called Circle of Security Parenting (COS-P) for women in the care of NHS perinatal mental health services.

The intervention is designed to help parents manage their difficult emotions and understand the impact of these on the mother-infant relationship. The study started in March this year funded by NIHR Health Technology Assessment. The aims of the trial are to identify clinical and cost effectiveness, with improvements in maternal psychopathology – measured by the CORE Outcome Measure (CORE-OM) – as the primary outcome.
This year we obtained research ethics approval and we finalised our collaboration agreement with partners, training trial staff from nine participating NHS perinatal mental health services, setting up oversight committees, and training COS-P facilitators. Recruitment start has been delayed from September 2021 to January 2022.

Refining and continuing to scale the Mind the Dad project across the UK

Mind the Dad focuses on fathers who feel they could benefit from mental health and parenting support during the first two years of their baby's life. It enables dads whose partners experience complex and severe mental illness to access evidence-based mental health and parenting support. Free online support is provided to dads either individually, with their baby, or in virtual groups with other fathers.

This year 52 fathers were referred to Mind the Dad. Of these, 18 went on to take part in a range of interventions including the RP group, while two did ViPP and PIP. Only two fathers dropped out of an intervention (the RP group). The fathers who completed the intervention gave very positive feedback on the service. They found it a great support in times of isolation (due to the coronavirus pandemic) and felt enriched and more equipped, which increased their self-confidence as parents.

Working across three different NHS trusts, the Mind the Dad team also provided training workshops on the importance of involving fathers in their work to over 40 perinatal specialist professionals working in community perinatal mental health services. These covered a range of different barriers dads face when accessing services, including societal

barriers, unconscious biases, organisational and individual factors and what can be done about them in the mental health sector to make the Mind the Dad service more father-inclusive. Finally, a full training day was delivered to 20 professionals on how to engage fathers in the perinatal period and make their services more father-inclusive.

Drawing on the experience of setting up Mind the Dad, learnings and lessons on how to set up and deliver a more father-inclusive service were shared.

Delivering therapeutic interventions to adoptive families in the early years

We delivered four half-day online training sessions to adoption social workers, on the therapeutic principles of working with families with adopted children in their early years. The training was attended by 200 social workers in total.

We developed and delivered online psychoanalytically-informed parent-toddler groups for four parents and four adopted toddlers between March and November.

Our online RP group was delivered to four parents with five adopted children aged between four and eight years old. In collaboration with the Family Trauma team, we adapted the Reflective Parenting Programme to meet the needs and experiences of parents who have adopted. This adapted programme will be used with future groups. We delivered a RP group for four special guardians/kinship carers, who had seven children between them.

We started a third in-person, psychoanalytically-informed parent-toddler group for parents and their adopted toddlers. The group had six toddlers and eight parents (July to December 2021). We set up an adoption support fund care pathway for families with adopted children in their early years, with a focus on offering preventive support to families at the earliest stage possible, and we delivered individual family therapy to four parents and their children.

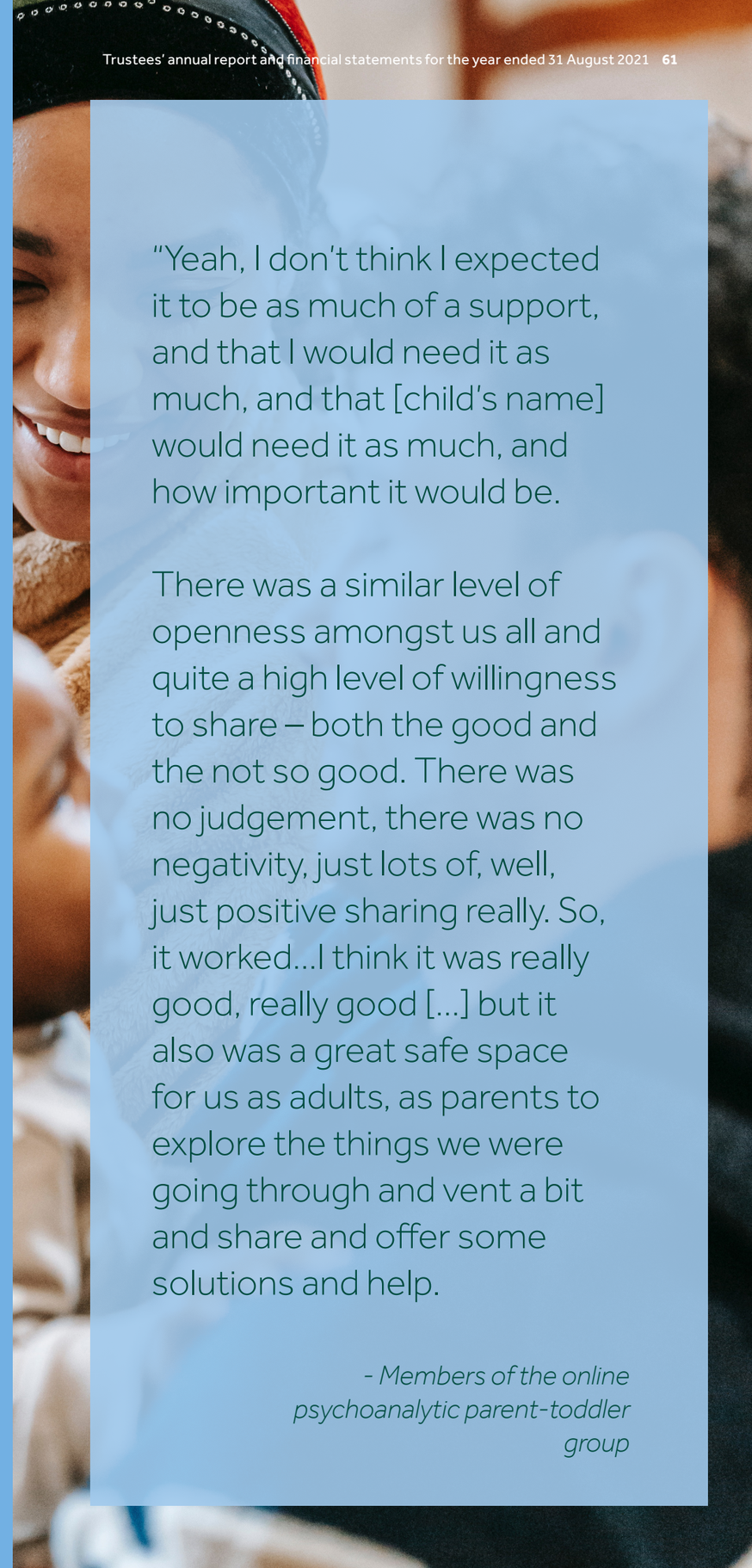
Continued expansion of the Early Years in Mind digital learning network

The Early Years in Mind learning network was launched in September, following a pilot. Its aim was to provide a free network where early years staff and other professionals can learn about attachment-based practice and share and develop resources themselves.

The target was to build a network of,000 members in 12 months, a target that we surpassed easily, reaching a total of 14,699 members by the end of August 2021.

We developed resources including an A-Z guide to common difficulties in the early years; information about working with families facing challenges; coronavirus support materials; and a range of other resources. We also ran a series of free online webinars on issues identified by network members.

We engaged our audience throughout the year, running two surveys to identify early years professionals' needs. The first survey of over 900 early years practitioners resulted in the report Their challenges are our challenges, which identified some of the difficulties that staff faced at work. From these we developed Early Years in Mind webinars to help support staff.



"Yeah, I don't think I expected it to be as much of a support, and that I would need it as much, and that [child's name] would need it as much, and how important it would be.

There was a similar level of openness amongst us all and quite a high level of willingness to share – both the good and the not so good. There was no judgement, there was no negativity, just lots of, well, just positive sharing really. So, it worked...I think it was really good, really good [...] but it also was a great safe space for us as adults, as parents to explore the things we were going through and vent a bit and share and offer some solutions and help.

- Members of the online psychoanalytic parent-toddler group

Financial position of the charity

The financial statements for the Anna Freud National Centre for Children and Families for the year are shown on page 92 onwards.

The surplus for the year to 31 August 2021 is £0.1 million (2020: -£0.4 million) before investment gains. To deliver a small surplus through the pandemic is an impressive performance and reflects the success of our programme to ensure our services can be delivered online. We have prioritised maintaining our service delivery to ensure that our activity supporting child mental health has continued through the pandemic and associated restrictions.

Our expectation is that coronavirus-related restrictions will continue to ease through 2022. While we are committed to expanding delivery of virtual services to expand our reach and impact, we will also strengthen our face-to-face delivery, recognising that virtual delivery does not work in all circumstances or for all people.

The success of major programmes within our schools, academic teaching and short courses has continued in 2021 and is expected to continue in 2022. The development of additional teachings and trainings is central to our strategic priority of increasing awareness of information and interventions to support improved child mental health.

Income

Income for the year is £16.9 million (2020: £16.2 million), an increase of 4%. The Centre's income continues to be generated from several sources: donations to major statutory contracts and individual purchases. This has reduced our exposure to any one source of income through the pandemic. Income from education and training £4.6 million (2020: £3.0 million), short courses and conferences activity £3.6 million (2020: £2.2 million) has increased by 54%. This reflects the benefit of increased reach and volume of activity partly driven by use of online technology and through increasing the number of courses delivered.

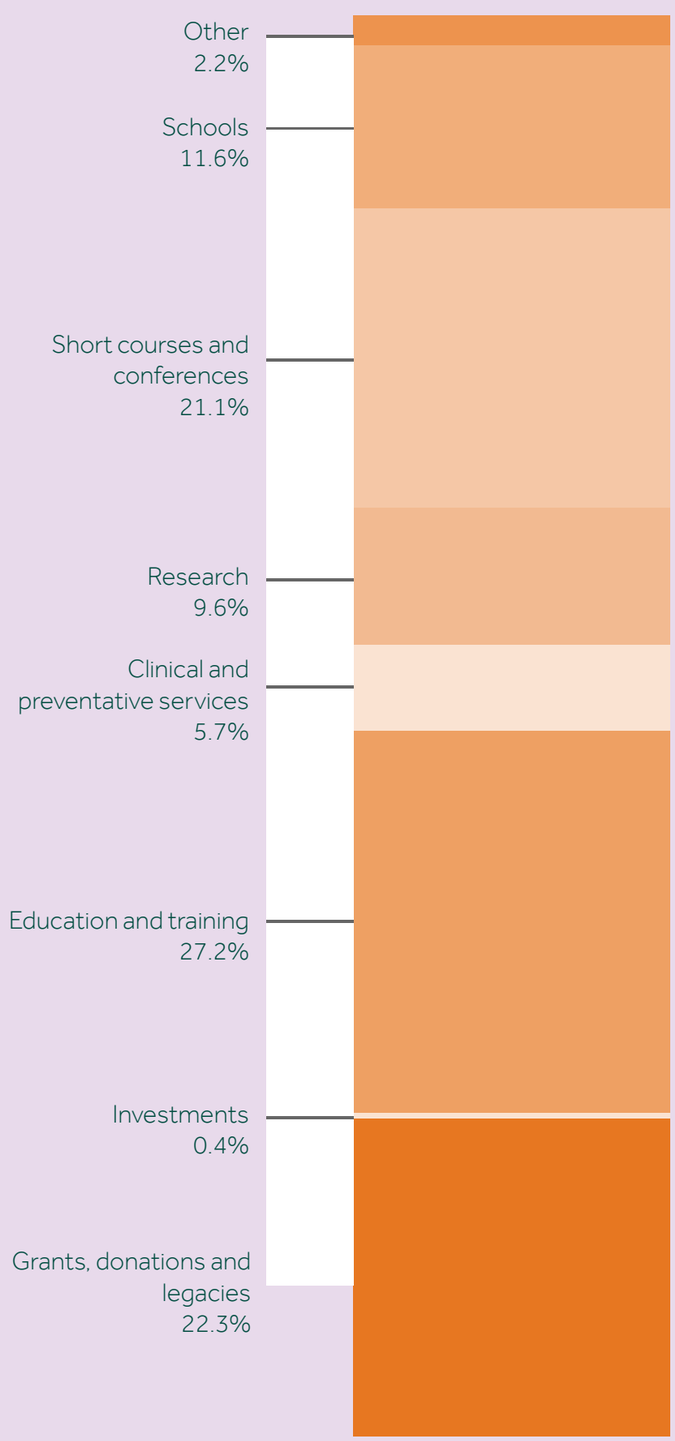
Expenditure

Charitable expenditure in the year to 31 August 2021 was £16.8 million (2020: £16.6 million), an increase of 1% and broadly in line with our increased income. Expenditure increased in schools by 10% to £3.1 million (2020: £2.9 million), reflecting our continued focus on programmes to support child mental health in schools and colleges. In addition, research expenditure of £4.1 million (2020: £2.6 million) increased by 57% reflecting increases of: £0.73 million spent on strategic work to increase our delivery and reach (Closing the Gap), £0.66 million on mentalization training delivery, and £0.24 million on developing the UKTC.

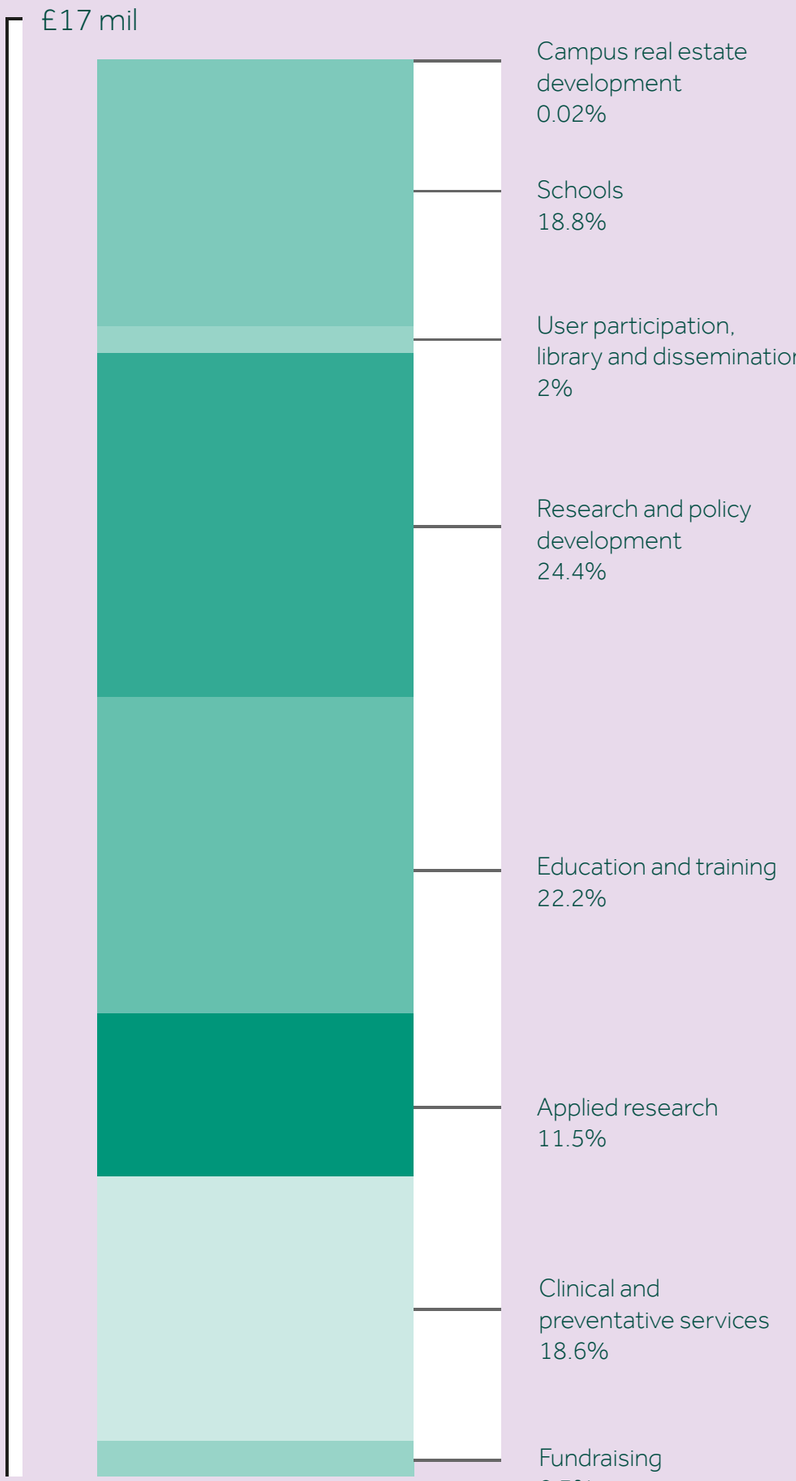
Reserves

Total funds at 31 August 2021 were £32.0 million (2020: £31.6 million) of which £2.9 million (2020: £1.2 million) were free and unrestricted. The increase in free reserves of £1.7 million represents strong operational performance across all our activity.

Our policy remains investing available funds in the expansion of our charitable work and through our strategy expanding our reach and impact. We will retain sufficient levels of free reserves (i.e., excluding fixed assets) to enable us to continue to deliver our core activities in the event of any significant disruption to income or economic downturn. The trustees have reviewed the free reserves and consider the level or free reserves to be reasonable.



Income
£16.9 million



Expenditure
£16.8 million

Investment performance

Our investment policy is reviewed by the Board on an annual basis, with interim reviews of performance at Finance committee meetings. In the year, the overall objective remained to achieve income and capital growth over and above inflation. The trustees reviewed the investment portfolio in the light of the continuing pandemic and concluded that the existing investment strategy remained appropriate.

Funds under investment at 31 August 2021 were £2.7 million (2020: £1.9 million). This reflected an investment gain in the year of £0.2 million (2020: £43,519) and an additional £0.5 million added to investment funds from free cash. The £0.5 million additional investment reflects the trustees' belief that over a five-year period the returns from investments will deliver capital and income growth. Income derived from investments to 31 August 2021 was £61,184 (2020: £58,967).

The trustees consider that holding £2.7 million of investments provide an appropriate level of funds to support the reserves policy and in the current economic environment provides a balanced opportunity for both capital growth and income.

Going concern

The Board of Trustees have reviewed the financial position and believe that there are sufficient resources to manage any strategic, operational or financial risks.

Since the start of the pandemic the Centre has successfully re-engineered our services so that they can be delivered in person and virtually. Adapting the last two years we have flexed our delivery model dependent on coronavirus-related restrictions and our stakeholders' requests.

A challenge arose following the resignation in March 2022 of one of our trustees who had also been a donor of the Centre. In the following month, the individual was designated on the UK sanctions list and the Charity Commission opened a statutory inquiry into two charities headed by the individual. The Charity Commission approached the Centre, as a beneficiary of one of charities, for assistance in their enquiries to which the Board gave their full cooperation. The Charity Commission confirmed in June 2022 that they had no further enquiries of the Centre.

The Board have carefully considered the potential likelihood and impact of various risks, including the loss of future income from the donor which was circa 2% of annual income. Trustees are satisfied that our organisation has robust risk management in place and also has adequate resources to continue in operational existence for the foreseeable future. Therefore, the Board continues to adopt the going concern basis of accounting in preparing the accounts. The trustees remain confident that the Centre will continue to deliver on its strategic objectives for the foreseeable future.

Fundraising

The Centre's Fundraising team had a target to raise £2.7 million in grants and donations for the year, including £600,000 in unrestricted funding. Overall, we exceeded our grants and donations target by almost 40%, with £3.8 million received in the year. And while we did not meet our target for unrestricted funding, the Fundraising team secured two new grants from Pears Foundation and Fidelity UK Foundation towards the delivery of the Closing the Gap initiative. The incredible support from Pears Foundation and Fidelity UK Foundation has enabled the whole charity to engage in and rethink the best ways to maximise our reach, engagement and impact, so that all children, young people and families have access to flexible and evidence-based mental health care.

In addition to fundraising successes for the Closing the Gap initiative and Mental Healthy Academy, we secured new grants from Barclays, The Foyle Foundation and National Emergencies Trust to support the pilot of the Schools and Colleges Early Support Service. We were also delighted to secure a new grant from Barclays towards the Pears Family School and made excellent progress in the delivery of our alternative provision innovation project, to train alternative provision and mainstream settings in the Family School approach. With the continued generosity of Jo Malone London, we were even able to host virtual volunteering with the families of Pears Family School, and their donations enabled the expansion of Mentally Healthy Schools to all nations in the UK and to secondary schools.

In the year we were also able to launch the UKTC, funded by The National Lottery Community Fund. In partnership with The National Lottery Community Fund, the UKTC were able to revise their plans to release resources, guidance and training on traumatic bereavement – which has been vital help as the coronavirus pandemic continues to impact families globally. The Centre and the UKTC felt privileged to also be the beneficiaries of the extraordinary efforts of DrumathonLIVE 2020, raising over £25,000 for our projects, Child Bereavement UK, Mind and NHS Charities.

The increasing recognition of the desperate need to prioritise children and young people's mental health has helped us to raise the profile of our work – including our research and evaluation projects across digital health, children's social care and education. We've even been able to launch new bursaries and scholarships to widen access to our world-class training and education programmes.

Vitally, our partners' and supporters' flexibility and understanding has meant we've been able to continue to support those most in need. This has included a range of activity to better support families in the perinatal period or with very young children, and early years workers across different settings. The innovative practice at the core of the Centre's clinical services – possible with grants and donations from the Sylvia Adams Charitable Trust, Berry Street Foundation and KPMG Foundation to name a few – ultimately supported the team in securing the major contract to deliver the DfE's National Centre for Family Hubs.

Supporting education, social care, and early years settings will continue to be crucial in the recovery from the pandemic. The impacts of the pandemic on child mental health are significant, and we've continued to collaborate with our supporters to adapt to the emerging needs of children, young people and families. Unrestricted funding therefore continues to be a priority area for the Fundraising team, which enables us to provide our services through new means, and to actively reach out to and engage more children, young people and families across the UK.

Fundraising approach

We undertake fundraising activity to our supporters via our website, through emails and through direct contact at meetings and events, managed and monitored centrally at our head office. We are registered with the Fundraising Regulator in line with the *Code of fundraising practice* and operate a *Fundraising and donations policy* which all volunteers, employees and hired fundraisers must adhere to. We are committed to ensuring that we are completely open and transparent about our fundraising and spending. As members of the Fundraising Regulator's self-regulatory scheme we comply with its principles in all our fundraising:

- We will commit to high standards.
- We will be clear, honest and open.
- We will be respectful.
- We will be fair and reasonable.
- We will be accountable and responsible.

When we benefit from commercial companies raising funds on our behalf through the sale of products, we operate within a written commercial participator agreement to ensure that their activities are not harmful to the Centre, our beneficiaries or supporters. We monitor the activities carried out by those on behalf of the charity for the purpose of fundraising in donor gift agreements and a donor database, recording relevant communications, transactions and agreements.

To protect vulnerable people and other members of the public during fundraising we:

- Do not undertake any general solicitations by telephone or door-to-door.
- Ensure communications to the public in the course of carrying out fundraising activities are truthful and non-deceptive.
- Keep confidential any and all personal information collected for fundraising purposes. We do not share this data outside the Centre unless there is an overriding legal reason to do so.

We received no complaints about our fundraising activity in 2021 (2020: nil).

Thank you

Without the support of charitable trusts and foundations, companies, organisations and individuals, we would not be able to continue our vital work with children, young people and their families who need our help. Particularly in response to the coronavirus pandemic, we have been humbled by your continued generosity to help the Centre support those most in need. Thank you.

Principal risks and uncertainties

Approach to risk management

As a children's mental health charity, we face a range of different risks across all our activity. We make every effort to identify and put plans into place to mitigate and manage these risks. The Board of Trustees carries out a top-level risk assessment each year and monitors progress quarterly. This process is supported by our Finance Audit and Risk Sub-Committee and Quality Assurance Sub-Committees. These groups aim to identify and assess major risks to the Centre and to ensure that steps are taken to mitigate these risks as far as possible. The Trustees continue to review the register of risks, which identifies the types of risk and assesses their likelihood of occurrence, potential impact and means of mitigation. Internal risk management processes are integrated into the annual business planning and reporting cycle. Departments and teams identify and manage local activity and project risks.

Summary of potential risks the Board has identified

Strategic

There is continued risk and uncertainty around the long-term impact of the coronavirus pandemic, particularly on underserved children and families.

The Centre's new Closing the Gap strategy to build delivery capacity and infrastructure for strategy development, implementation and monitoring will require a collaborative approach with a number of organisations and government bodies, who may not support our proposed approach.

We are maintaining and developing strong relationships with government, NHS, UCL and other mental health and children's charities to come together and deliver consistent messages.

Fundraising

There is reduced funding available to all charities due to a combination of economic downturn in the UK, Brexit and the pandemic. These factors contribute to reduced ability of other charities to fundraise from the public, increasing competition for institutional and statutory funding, and will likely lead to a distribution of funds away from London through levelling up. This will limit the funding available to pursue our charitable purpose in the medium term. Uncertainty around Brexit makes it difficult to forecast the impact on EU students and income to the Education and Training Division.

To ensure the Centre has the capacity and resources to deliver on its ambitions, we are working in close partnership with existing major donors, trusts and foundations, and maintaining high-quality performance on statutory contracts. We also continue to drive diversity amongst our funding portfolio to reduce our risk profile. With additional funding for Closing the Gap, and a continued emphasis on unrestricted grants and donations, we are also able to develop a wider market for our training and support packages to reach and engage a greater number of individuals, schools and communities.

Operational delivery

Our building at Rodney Street in London has been under used due to the pandemic and there is a risk that reduced occupancy, due to social distancing and other precautions impacts service delivery. While most staff are working remotely, maintenance and security are still required, and reduced demand for office and conference space also reduces our ability to drive income from the building. The potential for

changed working practices and less physical presence in London poses a risk in our ability to make the building a hub for child mental health. The Centre's business continuity plans are regularly reviewed and updated to ensure we can maintain our operation through disruption, and reoccupation plans for key workers delivering clinical appointments and teaching are being maintained. In the medium term we will also identify changes to ways of working to make the most of our building at Rodney Street in London and increase collaboration and community relationships.

Child protection

Safeguarding the children and families is a priority. We have safeguarding procedures in place, with mandatory safeguarding levels 1 and 2 training for all staff and level 3 for those working directly with children. All clinicians undertake continuous training and development and have regular supervision. Our Safeguarding Oversight Group (SOG) oversees any safeguarding concerns, escalating issues to external agencies as appropriate. The Clinical Governance Leadership Group reviews clinical risk at a strategic level, setting policy and guidance for clinical staff.

Failure to maintain safeguarding standards and knowledge would result in the potential for harm to vulnerable children. The coronavirus pandemic has increased risk and instance of harm in the general population and online service delivery reduces opportunity and ability to identify potential/actual harm. The frequency of SOG meetings has increased during remote working.

IT systems and information governance
Associated risks for our IT systems are routinely managed by an external company. Identified risks, including cyber-attacks and unauthorised access to or loss of personal data, are monitored and regularly reviewed. The risks are further mitigated with staff guidance and training. We have robust IT and information governance (IG) policies in place to ensure data is collected, managed and stored appropriately, safely and in line with prevailing legislation. This is overseen by the Information Governance Leadership Group. The move to remote working during pandemic and delivery of services increases possibility of attack or error causing data or security breach.

All new staff complete introductory IG training and tailored training and guidance are provided to teams. An IG Manager and a Caldicott Guardian are in place to support staff and advise on data risks. We have reviewed our processes and staff guidance to ensure we comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. We are NHS IG Toolkit (version 14) and Data Security and Protection Toolkit (DSP Toolkit) compliant and use the ICO Accountability Framework to evidence compliance. Preparations are being made for implementation of UK GDPR post-Brexit.

Equity, diversity and inclusion

The Centre is committed to ensuring that our services and resources are inclusive and representative to reduce mental health inequalities. We are focused on strengthening diversity and equity on stakeholder engagements and partnerships as we recognise that failure to advance meaningful change in these areas could have negative impact on the quality of services and activities leading to a decline in community engagement and high staff turnover which would hinder our ability to achieve strategic objectives.

Participation

Failure to live our values and ensure participation opportunities to children, young people and families could result in services that do not reflect our communities. A participation strategy and team are in place and development of new services includes the participation team and Young and Parent Champions. Within the year we have also widened our pool of Champions from across the UK.

Working culture

The move to our building in Rodney Street, London required a change in working culture and the move to remote working during the pandemic within the first year at Rodney Street has further impacted ways of working. There is a risk to staff morale, an interruption of relationships with service users and potential for increased dissatisfaction amongst our people, families and students.

An extensive communication and engagement plan to keep collaboration and dialogue open during remote working and service delivery is being implemented. This includes development of work and social Microsoft Teams sites. We have increased the frequency of all staff meetings for feedback and engagement and continue regular staff surveys to understand the impact of remote working and measures to support staff wellbeing.

Structure, governance and management

The Anna Freud Centre, operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106. It is set up under its Memorandum and Articles of Association as a company limited by guarantee, number 03819888.

The **Board of Trustees** comprises the charity's trustees and the legal directors of the company. Trustees serve a four-year term, after which they are eligible for reappointment. New trustees are selected through open recruitment. Emphasis is placed on ensuring representation from key stakeholders and any identified skills gap within the Board at the time of recruiting.

On appointment, trustees are provided with copies of relevant documents, including the Charity Commission guidance note CC3, *The essential trustee: what you need to know.* New Trustees undergo an induction programme that comprises meetings with senior management to understand the objectives and operational delivery of the Centre and training in safeguarding, information governance and the role and responsibilities of trustees. Trustees are encouraged to keep abreast of their duties and responsibilities by reading Charity Commission and other updates and by attending appropriate training courses.

The Board of Trustees sets and reviews strategy, monitoring operational matters supported by subcommittees that report directly to the Board. The performance of individual trustees and the Board is assessed annually. The Board of Trustees met five times in the year.

The **Finance, Audit and Risk Sub-Committee**'s membership includes the chair and the treasurer . Before submission to the full Board, the Finance Committee reviews the annual accounts, issues relating to internal or external audits, investment and reserves policies, and the remuneration of senior staff. Matters not reserved for decision by the Board of Trustees are delegated to the Centre's Executive, consisting of its chief executive, chief operating officer and chief financial officer.

The **Quality Sub-Committee** has oversight of the Clinical Governance Leadership Board; the Safeguarding Oversight Group; any clinical risks; operations, health and safety; and research activity. This sub-committee meets termly and is chaired by a Trustee. Its remit is to ensure the Board of Trustees is properly informed about the quality of clinical services provided by the Centre; to provide assurance to the Board that the standards of clinical services fully comply with all professional and regulatory standards; to provide oversight of the clinical quality assurance systems for the Centre; and to ensure that the Centre has effective mechanisms for managing clinical risk, learning from incidents and taking action to reduce risks and improve quality.

The **Nominations and Succession Planning Sub-Committee** has responsibility for the fair and transparent nominations process for trustee appointments and meets annually or as required. It is also responsible for reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board and making any recommendations for change, as well as keeping under review the leadership needs of the organisation, with a view to ensuring the continued ability of the organisation to achieve its aims. This sub-committee also supports recruitment to the Executive and review of senior personnel remuneration and performance.

The **Digital and Technology Sub-Committee**'s purpose is to help the Board and the Executive team effectively harness the potential of digital technologies across the organisation to grow our impact and better serve children and families. It is responsible for sharing insights, ideas and challenges as well as using resources such as the *Charity digital code of practice* to help ensure the Centre has effective mechanisms in place for managing digital and technology risks.

The **Equity, Diversity and Inclusion Committee** provides support, guidance and oversight of the EDI agenda and implementation of the EDI strategy and plan. It is responsible for monitoring the progress of the EDI plan, determining priorities, developing the EDI strategy, and providing robust scrutiny

and challenge pertaining to EDI across the Centre's activities. The EDI Committee is a visible and proactive point of contact between the Centre's divisions and departments and the Board.

The **Fundraising Sub-Committee** supports the Centre's voluntary income streams, particularly from philanthropists, major donors and corporates. The Fundraising Sub-Committee is responsible for identifying, engaging and introducing prospective donors as well as suggesting and supporting engagement events and activities.

The **People and Culture Sub-Committee** is responsible for overseeing the organisational pay and reward, performance and continuous professional development policies and procedures. It regularly reviews people statistics – including staff turnover, satisfaction, disciplinaries and grievances – to make recommendations for improvements across the Centre's divisional and departmental teams. It is also responsible for reporting on the Centre's gender pay gap and working with the EDI Committee to increase staff diversity, inclusion and equitable opportunity.

Key management personnel

Trustees

The Hon Michael Samuel MBE (Chair)
Ms Catherine Bedford (appointed 12.11.19)
Ms Sally Cairns
Ms Melanie Chatfield (resigned 07.09.21)
Ms Pamela Hutchinson (appointed 08.12.20)
Dr Moshe Kantor (resigned 16.03.22)
Ms Nicola Loftus (resigned 14.04.21)
Professor Linda Mayes MD
Mr Peter Oppenheimer
Mr Daniel Peltz OBE (Treasurer)
Professor Stephen Pilling
Mr Dominic Shorthouse (Deputy Chair)
Dr Sarah Wood OBE (appointed 08.02.21)

Executive

Professor Peter Fonagy, CEO
Ms Ros Bidmead, Chief Operating Officer
Mr David Fowler, Chief Financial Officer (to 31.03.22)
Mrs Christine Kanu, Chief Financial Officer (from 28.02.22)
Mr Jonathan Robinson, Strategic Consultant
Mr Peter Fuggle, Clinical Director (to 28.09.21)
Ms Andrea King, Clinical Director (from 29.09.21)
Professor Jessica Deighton, Applied Research and Evaluation Director
Ms Jaime Smith, Schools Director
Professor Eamon McCrory, Education and Training Director
Dr Dickon Bevington, Medical Director

For key management remuneration, please see page 106.

Plans for the future

Strategic five-year objectives

The Centre's response to the coronavirus pandemic and the evolving needs of children, young people and families has accelerated plans under our strategic initiative, Closing the Gap, to dramatically enhance our reach and leverage to improve child mental health. We are relaunching our strategy for 2022–2026, defining six complementary and integrated strategic goals for the next five years:

1. Invent – we will use the existing and emerging evidence base to explore new methods of prevention, therapy and models of support for infants, children, families and professionals.

2. Evidence – we will advance the understanding of mental health and wellbeing in children, identifying risk and protective factors and evaluating what works for who, why and in which contexts.

3. Implement – we will create a pipeline from development, to evidence, to widescale implementation, supporting service providers and commissioners to improve prevention, early intervention, and to deliver services within system partnerships.

4. Teach – we will empower parents, carers and all those engaged in the care and support of children and young people through training, developing and nurturing the next generation of mental health practitioners and researchers.

5. Connect – we will foster relationships within and between professionals and communities to share lived experience and knowledge, provide peer-to-peer support and sustain impact.

6. Influence – we will improve professional practice through the dissemination of evidence-informed guidance and we will influence service transformation, national and local policy.

Short-term goals

- Increase access to our training and events, offering 5% of all training and event attendees a bursary or scholarship.
- Expand our training and education offer for non-traditional actors in mental health (e.g., parents and carers, youth workers, teaching assistants).
- Continue to widen the customer base of POD and increase applicability with the development of an API.
- Work with Health Education England to develop senior practitioner roles for the workforce supporting children and young people with mild to moderate mental health and wellbeing needs, through low-intensity interventions.
- Establish DfE quality assured and CPD certified course for Senior Mental Health Leads in schools, training 1,000 school leaders and making sure that they are fully equipped to lead whole school approaches to mental health and wellbeing in their own settings.
- Continue to strengthen our international training offer for schools, reaching over 5,000 educational professionals with tiered training – from awareness training for all staff, to targeted advanced training for senior leaders to embed a whole-school approach to mental health and wellbeing.
- Expand our reach to support all schools in Jersey, undertaking a review of existing mental health and wellbeing support, providing training and recommendations to aid a consistent and impactful approach to mental health and wellbeing across the 43 schools on the island.
- Scale up our School and College Early Support Service (SCESS) in partnership with Mind to improve the mental health support available to over 3,000 young people, parents, carers and teachers through secondary schools.
- Continue to build our direct clinical offer to schools and colleges through our work in the Schools Outreach Team and Brent Wellbeing team.
- Expand Mentally Healthy Schools to include support, information and resources for FE college staff and students.
- Launch Schools in Mind co-produced anti-racism resources and e-learning for school staff, achieving 50,000 views within the year.
- Further disseminate a model for parent and carer engagement for mainstream education settings including the OCN qualification in Parent and Carer Engagement in Child Mental Health, and integrate this parent and carer engagement model into our 5 Steps framework.
- Build on initial successes in developing pragmatic evaluations by creating a range of different packages for an 'off the shelf' pragmatic evaluation offer and begin to roll these out.
- Develop pilot evaluation and applied research short courses and test with a summer school programme for interns, junior staff and external groups.
- Refine the researcher internship programme to grow the scheme for summer 2022.
- Leverage our largescale community and service-facing datasets to publish two to four research outputs that speak to our key research areas of risk, resilience, change and choice.
- Integrate CORC into Centre initiatives and networks, including clinical services, early years, social care, and systems approaches such as i-THRIVE.
- Expand the AMBIT team to create additional capacity for providing consultation and training to greater numbers of teams internationally.
- Set up international accredited AMBIT training centres.
- Support continued evaluation of the AMBIT model through the international study group.
- Develop the AMBIT offer for education settings.
- Deliver new digital tools and systems, including a clinical database to improve records management, CRM to improve the efficiency and scalability of services, and LMS to improve the delivery of teaching and training.
- Improve hybrid working by using technology to support new ways of collaborating and delivery on our ambitions.

Trustees and auditors

Trustees' responsibilities

The trustees (who are also directors of the Anna Freud Centre for the purposes of company law) are responsible for preparing the *Trustees' annual report* and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom generally accepted accounting practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware.
- the trustees have taken all steps that they should have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.
The Trustees' report, incorporating the Strategic Report, was approved by the Trustees on 20 August 2022 and signed on their behalf by:

The Hon Michael Samuel MBE
Chair of Trustees
DATE: 20 August 2022

Independent auditor's report to the members of The Anna Freud Centre

Opinion

We have audited the financial statements of The Anna Freud Centre for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 40, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of

accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Chair's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:
the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report). We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors

10 Queen Street Place
London EC4R 1AG
DATE 24th August 2022

Statement of financial activities, incorporating an income and expenditure account

Year ended 31 August 2021

Registered charity number 1077106, registered company number 03819888.

		Unrestricted funds 2021	Restricted funds 2021	Total funds 2021	Total funds 2020
Income from:		**£**	**£**	**£**	**£**
Grants, donations and legacies	2	442,117	3,323,218	3,765,335	3,758,874
Investments	3	61,184	-	61,184	58,967
Charitable activities					
Clinical and preventative services		684,197	282,036	966,233	1,665,975
Education and training		4,587,433	-	4,587,433	3,044,533
Research		891,644	727,506	1,619,151	2,965,554
Conference and study events		3,499,520	58,942	3,558,462	2,235,744
Campus		-	-	-	-
Schools		1,953,939	-	1,953,939	2,074,892
		11,616,733	1,068,484	12,685,217	11,986,697
Other		374,026	-	374,026	410,760
Total income		12,494,060	4,391,703	16,885,763	16,215,298
Expenditure on:					
Raising funds					
Fundraising and publicity	4	383,241	-	383,241	340,666
Investment and management fees		235	-	235	720
Legal fees		-	-	-	-
		383,476	-	383,476	341,386
Charitable activities					
Clinical and preventative services		2,101,268	1,039,053	3,140,321	3,565,082
Applied research		1,053,711	878,703	1,932,414	2,685,867
Education and training		3,673,979	52,000	3,725,979	4,159,503
Research and policy development		2,208,035	1,878,443	4,086,478	2,602,588
Schools		**2,036,231**	**1,109,428**	**3,145,659**	**2,857,318**
User participation, library and dissemination		307,779	25,000	332,779	372,695
Campus real estate development		3,893	-	3,893	2,486
		11,384,895	4982,627	16,367,522	16,245,541
Total expenditure	4	11,768,371	4,982,627	16,750,998	16,586,927
Net income/ (expenditure) before investment gains		725,689	(590,924)	134,764	(371,629)
Net investment gains		225,710	-	225,710	84,038
Net income / (expenditure)		951,399	(590,924)	360,475	(287,591)
Transfer between funds	12	2,702	(2,702)	-	-

There were no recognised gains or losses other than as disclosed in the statement of financial activities. All income and expenditure relate to continuing activities.

The accompanying notes form an integral part of these financial statements.

Full comparatives are shown in note 17.

Balance sheet

Year ended 31 August 2021

Registered charity number 1077106, registered company number 03819888.

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	6		35,946,205		36,642,089
Investments	7		2,663,453		1,923,540
			38,609,657		38,565,629
Current assets					
Debtors	8	1,169,315		1,403,603	
Cash at bank and in hand		5,241,221		4,937,369	
		6,410,536		6,340,972	
Creditors: amounts falling due within one year	9	(6,673,654)		(6,852,461)	
Net current liabilities			(263,118)		(511,489)
Creditors: amounts falling due after more than one year	10		(6,368,051)		(6,436,126)
Total assets less total liabilities			31,978,489		31,618,014
Funds	12				
General funds			2,940,799		1,252,342
Designated funds			28,120,988		28,855,343
Restricted funds			916,702		1,510,328
Total funds			31,978,489		31,618,013

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 20 August 2022 and were signed below on its behalf by:

Daniel Peltz

The Hon Michael Samuel MBE
Chair of the Board of Trustees

Daniel Peltz OBE
Treasurer

Statement of cash flow

Year ended 31 August 2021

Registered charity number 1077106, registered company number 03819888.

	2021	2020
Reconciliation of movement in funds to net cash flow	**£**	**£**
Net movement in funds	360,475	(287,591)
Depreciation charges	695,885	702,917
Income from investments	(61,184)	(58,967)
Unrealised investment (gains)	(225,710)	(84,038)
(Increase)/decrease in debtors	234,289	3,900,530
Increase/(decrease) in creditors	(246,882)	709,445
Net cash flow provided by operating activities	756,871	4,882,296
Cash flows from investing activities		
Investment income	61,184	58,967
Purchase of tangible fixed assets	-	(70,866)
Disposal of tangible fixed assets	-	33,011
Depreciation charges on disposal of tangible fixed assets	-	(33,011)
Purchase of investments	(561,184)	(58,967)
Disposal of investments	46,982	99,486
Disposal of assets held for sale	-	-
Increase/(decrease) in cash	(453,018)	28,620
Cash flows from financing activities		
Bank loan repayment	-	-
	-	-
Increase in cash and cash equivalents in the period	303,852	4,910,917
Cash and cash equivalents at the beginning of the period	4,937,369	26,452
Cash and cash equivalents at the end of the period	5,241,221	4,937,369

	At 1 September 2020	Cash flows	Other non-cash changes	At 31 August 2021
	£	**£**	**£**	**£**
Cash and cash equivalents				
Cash	4,937,369	303,852	-	5,241,221
Overdrafts	-	-	-	-
Cash equivalents	-	-	-	-
	4,937,369	303,852	-	5,241,221
Borrowings				
Debt due within one year	-	4,893,084	-	-
Debt due after one year	(4,893,084)	(4,893,084)	-	(4,893,084)
	(4,893,084)	-	-	(4,893,084)
Total	44,285	303,852	-	348,138

Notes to the financial statements

Year ended 31 August 2021

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with 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 (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The Anna Freud Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

Charity information

The Anna Freud Centre (known as Anna Freud National Centre for Children and Families) is a company limited by guarantee (registered number 03819888), and a public benefit entity and registered charity in England and Wales (charity number 1077106). The address of the registered office is 4-8 Rodney Street, London, N1 9JH.

b) Depreciation

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold properties: 1.33% per annum
Furnishings and equipment: 25% per annum

c) Investments

Investments are included in the balance sheet at market value. It is the charity's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising relating to previous years. As a result, the statement of financial activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio throughout the year.

d) Income

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably. With grants and donations once an award or pledge has been made in writing and if there are no restrictions or constraints on receiving the donation then this will be recognised in full once entitlement is established. All other incomes are recognised based on the matching principle, and so are related to the activity, otherwise they remain repayable and so deferred.

Grant income includes the Government's Coronavirus Job Retention Grant (CJRG) and is recognised under the accruals basis in line with staff costs. In the year to 31 August 2020 the amount claimed is £0.2m (2019: nil).

e) Translation of foreign currencies

Bank balances in foreign currencies are translated into sterling at the rate of exchange ruling at the year end and any exchange differences together with exchange differences arising from the conversion of grants received in foreign currencies into sterling during the year are included in the statement of financial activities.

f) VAT

Where appropriate, expenditure includes irrecoverable value added tax.

g) Expenditure

Direct costs have been charged to the relevant project it has arisen for. Overheads are apportioned across the organisation based on a percentage of direct costs. Governance costs include costs incurred in meeting constitutional and statutory requirements.

h) Employee benefits

Pension costs

The organisation offers employees a 6% contribution towards their pension based on their gross salary. Employees who do not opt out of the scheme are members of a group personal pension contributory system with Royal London, administered by The Anna Freud Centre.

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

i) Fund accounting

General funds consist of amounts available to the trustees to be applied at their discretion within the objects of the charity. Designated funds comprise unrestricted funds which have been set aside at the discretion of the trustees for specific purposes.

Restricted funds consist of amounts subject to special trusts within the objects of the charity either imposed by the donor or by the terms of the appeal.

All income and expenditure is shown in the statement of financial activities.

j) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Critical judgements and estimates

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.
It has been decided to depreciate the Kings Cross Property over 75 years to reflect its useful economic life.

2. Grants and donations

	2021	2020
	£	£
Unrestricted funds		
Unrestricted general	374,398	465,127
HMRC Job Retention Scheme furlough payments	67,719	234,412
Unrestricted total	**442,117**	699,539
Restricted funds		
Campus Project (formerly Development Fund)		
The Peter Samuel Charitable Trust	-	25,000
The Clore Duffield Foundation	25,000	25,000
Campus total	**25,000**	50,000
Clinical		
Child Psychotherapy Services		
The Anna Freud Foundation	5,419	7,758
The Chesser Trust	8,000	8,000
Anonymous donor	31,981	31,981
Sundry donors	4,575	4,275
Early Years Central		
Mr V Meyer & Mrs E Meyer	-	87,500
The Sylvia Adams Charitable Trust	53,543	-
Family Ties		
Department for Work and Pensions	15,912	92,938
Children in Need	41,538	-
Reflective Fostering Collaboration		
KPMG Foundation	-	50,000
Segelman Trust	80,000	50,283
National Institute of Health Research	74,090	-
Colyer-Fergusson Charitable Trust	36,350	-
UCL	8,482	-
Anonymous donor	-	8,019
Parent Infant Psychotherapy		
The Chesser Trust	8,000	8,000
Sundry donors	4,575	6,775
AMBIT Peer Mentoring		
Berkeley Foundation	64,565	-
Mind the Dad		
Berry Street Foundation	24,129	21,869
Integrated Early Years Pathway		
Department of Health and Social Care	72,558	163,668
London Borough of Camden	42,878	17,280
London Borough of Wandsworth	65,500	31,115
Responding to COVID-19: Early Years Digital Therapy Service		
National Lottery Community Fund	-	106,461
KPMG Foundation	-	79,501
Reflective Parenting		
Anonymous donor	8,019	-
Other	778	3,090
Applied research and evaluation		
More than Mentors		
Community Links	-	8,390
Marie Skłodowska-Curie Innovative Training Network		
TEAM	-	63,833
Schools Evaluation		
The Mercers' Company	100,000	150,000
iRisk - seed corn		
Nuffield Foundation	-	5,000
#RESET Mental Health		
Nominet	4,920	44,276
On My Mind		
Pixel Fund	-	10,000
MeeTwo Evaluation		
Innovate UK	50,000	-
Prevent-Protect-Repair Lewisham Evaluation		
What Works for Children's Social Care	67,816	-
BESST		
National Institute of Health Research	29,207	-
Other	-	5,000
Education and training		
The Chesser Trust	9,000	9,000
Christopher A. Holder	23,000	-
LifePsychology Ltd	20,000	-
The Science of Early Adversity and Resilience		
UCL	-	32,214
CEO projects		
The UK Trauma Council		
St James's Place Charitable Foundation	-	56,485
National Lottery Community Fund	239,508	474,004
Sundry donors	6,701	-
UCL collaborations		
Anonymous donor	53,750	42,500

Psychoanalytic Electronic Publishing	76,042	48,749
Virginia Tech Carilion	115,743	-
Postnatal depression and oxytocin study		
The Michael J Samuel Charitable Trust	-	15,000
International Psychoanalytical Association	-	7,467
American Psychoanalytic Association	-	14,675
Galvani Charitable Foundation	-	250
Mental Health Academy		
The Royal Foundation	71,762	71,762
Pears Foundation	640,000	-
BERRI Evaluation		
Innovate UK	19,347	-
Lighthouse Parenting Programme Evaluation		
What Works for Children's Social Care	112,711	-
Impact of adoption study		
Sir Halley Stewart Trust	6,699	-
Closing the Gap		
The Fidelity UK Foundation	250,000	-
Other	1,000	5,000
Schools		
Schools in Mind		
Jo Malone London	-	101,673
Garfield Weston Foundation	-	40,000
Rosemarie Nathanson Charitable Trust	-	10,000
Mentally Healthy Schools		
The Royal Foundation	48,192	271,814
Jo Malone London	107,884	30,600
The Danson Foundation	10,000	-
Schools Outreach Service		
Mrs E Meyer	3,750	52,500
St Giles-in-the-Fields and William Shelton Educational Charity	28,600	36,019
Edward Harvist Trust	-	2,271
Westminster Almshouses Foundation	12,025	-
Strand Parishes Trust	7,150	-
Sundry donors	5,000	-
Inclusion and Specialist Help (formerly AP Innovation)		
Pears Family School		
Anonymous donor	100,000	100,000
Barclays Bank Plc	75,000	-
Other		441
Department for Education	49,984	214,694
KPMG Foundation	-	27,247
Porticus UK	-	92,753
Esmee Fairbairn Foundation	60,000	80,000
Schools and Colleges Early Support Service		
Berkeley Foundation	-	20,000
Hands Trust	-	25,005
Garfield Weston Foundation	-	60,000
Barclays Bank Plc	100,000	-
The Foyle Foundation	50,000	
National Emergencies Trust	92,357	
Sundry donors	-	1,000
Other	-	1,200
Restricted total	**3,323,218**	3,059,335
Grand Total	**3,765,335**	3,758,874

3. Investment income

	2021	2020
	£	£
Income from listed investments	61,184	58,967

Total expenditure year ended 31 August 2021

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2021
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	334,981	21,000	-	27,261	-	383,241
Investment management fees	-	-	-	235	-	235
Legal fees	-	-	-	-	-	-
	334,981	21,000	-	27,495	-	383,476
Charitable expenditure						
Clinical	2,095,221	210,478	35,331	121,912	677,380	3,140,321
Applied Research and Evaluation	972,864	401,262	-	213,201	345,086	1,932,414
Education and Training	2,514,120	106,851	45,305	140,575	919,127	3,725,979
Research and Policy Development	1,374,107	859,790	168,268	731,931	952,383	4,086,478
Schools	2,132,814	84,310	130,000	104,598	693,937	3,145,659
User Participation, Library and Dissemination	197,110	38,771	35,386	61,511	-	332,779
Campus Real Estate Development	-	-	-	3,893	-	3,893
	9,286,235	1,701,463	414,290	1,377,621	3,587,913	16,367,522
Total expenditure	9,621,216	1,722,463	414,290	1,405,116	3,587,913	16,750,998

Total expenditure year ended 31 August 2020

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2020
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	307,075	18,000	-	15,591	-	340,666
Investment management fees	-	-	-	720	-	720
Legal fees	-	-	-	-	-	-
	307,075	18,000	-	16,311	-	341,386
Charitable expenditure						
Clinical Service Improvement	2,738,200	143,809	-	270,394	1,097,442	4,249,844
Innovation, Evaluation and Dissemination	1,171,410	712,478	-	290,651	511,463	2,686,001
Postgraduate Studies	2,250,247	47,968	45,305	107,417	1,024,360	3,475,297
Research and Policy Development	1,184,439	265,251	187,721	532,502	787,489	2,957,402
The Family School	207,365	3,610	100,000	7,388	39,552	357,916
Mental Health and Wellbeing in Schools	1,395,074	19,244	-	156,880	573,757	2,144,955
User Participation, Library and Dissemination	290,468	2,900	35,386	42,885	-	371,639
Campus Real Estate Development	-	-	-	2,486	-	2,486
	9,237,203	1,195,259	368,412	1,410,603	4,034,063	16,245,541
Total expenditure	9,544,278	1,213,259	368,412	1,426,914	4,034,063	16,586,927

Support costs	2021 £	2020 £
Staff costs via payroll	1,047,477	1,264,685
Staff costs via agency/consultants	134,282	252,170
Staff related costs	109,325	83,416
Office expenses	686,348	853,578
IT costs	732,988	673,499
Governance	41,195	35,483
Finance charges	140,924	170,079
Depreciation	695,374	701,152
	3,587,913	4,034,063

Support costs are allocated to activities in the ratio of each activity's direct expenditure as this is considered to be a reasonable reflection of usage. Governance costs include audit fees of £22,620 (2020: £21,540). Additional fees of £2,100 were paid to the auditors in the year (2020: £nil).

5. Staff costs and numbers

a) Staff costs	2021 £	2020 £
Wages and salaries	9,354,232	9,515,358
Social security costs	856,721	843,079
Pension costs	457,740	450,526
	10,668,693	10,808,963

Staff costs include seconded staff costs amounting to £412,165 (2020: £542,701). Staff costs also includes staff redundancy payments amounting to £54,344 (2020: £29,775).

Emoluments over £60,000	2021 No.	2020 No.
£60,001 – £70,000	15	11
£70,001 – £80,000	4	4
£80,001 – £90,000	2	4
£90,001 – £100,000	4	3
£100,001 – £110,000	1	0

Pension contributions of £85,007 were made to those receiving emoluments over £60,000 (2020: £84,162).
The total remuneration paid to key management personnel in the period was £587,609 (2020: £742,515).

The average number of employees analysed by function was:	2021 No.	2020 No.
Clinical	65	90
Education and Training	96	104
Research	84	85
Conferences	18	10
Schools	63	54
Library	2	2
	328	345

b) Trustees

No trustee received remuneration for their services during the year (2020: £nil). Reimbursed expenses were £nil (2020: £nil)

6. Tangible fixed assets

	Freehold land	Freehold properties	Furnishings and equipment	Total
	£	£	£	£
Cost				
At 1 September 2020	8,110,690	28,112,281	1,318,730	37,541,701
Additions	-	-	-	-
Disposals	-	-	-	-
Transfers	-	-	-	-
At 31 August 2021	8,110,690	28,112,281	1,318,730	37,541,701
Depreciation				
At 1 September 2020	-	468,538	431,073	899,611
Charge for the year	-	374,830	321,054	695,885
Disposals	-	-	-	(33,011)
At 31 August 2021	-	843,368	752,127	1,595,496
Net book value				
At 31 August 2021	8,110,690	27,268,912	566,603	35,946,205
At 31 August 2020	8,110,690	27,643,743	887,657	36,642,089

7. Investments

	2021	2020
	£	£
Market value at 1 September	1,923,540	1,880,021
Additions	561,184	58,967
Disposal proceeds	(46,982)	(99,486)
Net investment gains	225,710	84,038
Market value at 31 August	2,663,453	1,923,540
Historical cost at 31 August	2,093,816	1,597,178
Listed investments (market value)		
UK fixed interest	262,444	282,689
UK equity shares	526,916	324,265
Overseas equities	1,413,935	991,619
Property	104,765	52,850
Alternative assets	244,282	193,182
Market value of listed investments	2,552,342	1,844,605
Cash	111,111	78,935
Total	2,663,453	1,923,540

The investment managers, Sarasin, invest in a wide range of investments and the Trustees regularly review performance. The investment managers are remunerated by a percentage of the value of the fund and the charge for 2021 was £235 (2020: £720).

8. Debtors

	2021	2020
	£	£
Trade debtors	478,837	745,247
Prepayments and accrued income	642,251	540,562
Other debtors	48,227	117,794
	1,169,315	1,403,603
	10,668,693	10,808,963

	2021	2020
Debtors: amounts falling due within one year	£	£
Trade debtors	478,837	745,247
Prepayments and accrued income	469,193	440,304
Other debtors	48,227	117,794
	996,257	1,303,345
	10,668,693	10,808,963

	2021	2020
Debtors: amounts falling due after one year	£	£
Trade debtors	-	-
Prepayments and accrued income	173,058	100,258
Other debtors	-	-
	173,058	100,258
	10,668,693	10,808,963

9. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade and other creditors	772,318	728,234
Taxation and social security costs	256,430	225,975
Accruals and deferred income	5,644,906	5,898,252
Bank loans	-	-
	6,673,654	6,852,461

Analysis of accruals and deferred income	2021	2020
	£	£
Deferred income at the start of the period	5,898,252	4,840,655
Amounts released to income in the year	(5,022,625)	(4,448,580)
Amounts deferred in the year	4,769,279	5,506,177
Deferred income at the end of the period	5,644,906	5,898,252

10. Creditors: amounts falling due in more than one year

	2021	2020
	£	£
Bank loans	4,893,084	4,893,084
DfE Family School capital contribution	1,474,967	1,543,042
	6,368,051	6,436,126

The analysis of bank loans is as follows:		
Due in 1-2 years	-	-
Due in 3-5 years	4,893,084	4,893,084
Due beyond 5 years	-	-
	4,893,084	4,893,084

A loan of £4.9 million was agreed on the 27 September 2019 for a period of five years on a fixed rate basis of 2.87%

The analysis of the DfE contribution is as follows:		
Income	-	-
Recognised in 1-2 years	68,075	68,075
Recognised in 3-5 years	204,226	204,226
Recognised beyond 5 years	1,202,665	1,270,741
	1,474,967	1,543,042

The DfE have contributed £1,701,885 to the construction of the Family School, which was received in full this year and is recognised over the course of the 25-year lease which commenced in May 2019.

11. Operating lease commitments

	2021	2020
	£	£
Operating leases	39,684	53,828
	39,684	53,828

	2021	2020
	£	£
Due in less than 1 year	14,143	14,143
Due in 1-2 years	14,143	14,143
Due in 3-5 years	11,398	25,541
Due beyond 5 years	-	-
	39,684	53,828

12. Statement of funds

	1 September 2020	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2021
	£	£	£	£	£	£
General funds	1,252,342	12,493,250	(11,038,206)	225,710	7,702	2,940,799
Designated funds						
Fixed asset fund	28,381,900	-	(695,374)	-	-	27,686,526
EBPU	473,444	810	(34,792)	-	(5,000)	434,462
Total designated funds	28,855,343	810	(730,166)	-	(5,000)	28,120,988
Restricted funds						
Campus project	-	-	-	-	-	-
Clinical	346,298	932,927	(1,039,053)	-	-	240,172
Applied Research	91,901	844,760	(878,703)	-	-	57,959
Education and Training	21,828	52,000	(52,000)	-	-	21,828
Research and Policy Development	953,596	1,786,894	(1,878,443)	-	(297,438)	564,609
Pears Family School	9,594	-	-	-	(9,594)	-
Schools	87,111	750,122	(1,109,428)	-	304,330	32,135
Central Support Services	-	25,000	25,000	-	-	-
Total restricted funds	1,510,328	4,391,703	(4,982,627)	-	(2,702)	916,702
Total funds	31,618,014	16,885,763	(16,750,998)	225,710	-	31,978,489

Details of designated funds

Fixed asset fund
Fixed asset fund matches reserves with fixed assets held and used directly for charity purposes.

EBPU (Evidence Based Practice Unit)
Service development and evaluation has been growing for the last few years and to enable further

growth funds are being designated by self-generated surpluses.

Details of restricted funds

Restricted funds result when income is received from funders for a specific purpose in advance of the costs being incurred. These are held to fund the discharge of that purpose and generally this occurs within a year. These are the names of some of funds held for these purposes:

Clinical
Include Reflective Fostering Collaboration, AMBIT Peer Support project, Early Years Pathway, Reflective Parenting and Family Ties.

Education and Training
Includes the Science of Early Adversity.

Research and Policy Development
Includes funding for the UK Trauma Council, Lighthouse Parenting Programme Evaluation, Mental Health Academy, and Closing the Gap.

Applied Research
Includes Schools-based Evaluation and Lewisham Protect-Prevent-Repair Evaluation and the KidsTime Evaluation.

Schools
Includes Schools in Mind and Mentally Healthy Schools.

Statement of funds (2020 comparative)

	1 September 2019	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2020
	£	£	£	£	£	£
General funds	1,809,063	11,842,374	(12,483,132)	84,038	-	1,252,342
Designated funds						
Fixed asset fund	29,083,052	-	(701,152)	-	-	28,381,900
EBPU	527,139	2,338	(56,033)	-	-	473,444
Total designated funds	29,610,190	2,338	(757,185)	-	-	28,855,343
Restricted funds						
Campus project	-	-	-	-	-	-
Clinical projects	188,085	885,116	(726,903)	-	-	346,298
Innovation, Evaluation and Dissemination	-	855,545	(763,643)	-	-	91,901
Postgraduate studies	-	41,214	(19,386)	-	-	21,828
Research projects	168,762	1,877,193	(1,092,358)	-	-	953,596
The Family School	128,881	100,441	(219,727)	-	-	9,594
Mental Health and Wellbeing in Schools	624	546,077	(459,591)	-	-	87,111
Central Support Services	0	65,000	(65,000)	-	-	-
Total restricted funds	486,352	4,370,586	(3,346,609)	-	-	1,510,328
Total funds	31,905,605	16,215,298	(16,586,927)	84,038	-	31,618,014

13. Related parties and related party transactions

Trustees and related parties made donations totalling £65,000 in the year to the Anna Freud Centre (2020: £80,000).

14. Pension commitments

The organisation makes contributions to personal pension schemes on behalf of some of its employees. Contributions in the year totalled £457,740 (2020: £450,526). Amounts owing to the scheme at 31 August 2021 were £386 (2020: £nil).

15. Analysis of net assets between funds

Fund balances at 31 August 2021 are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	8,259,679	27,686,526		35,946,205
Investments	2,663,453			2,663,453
Long term creditors	(6,368,051)			(6,368,051)
Net current assets	(1,614,282)	434,462	916,702	(263,118)
	2,940,799	28,120,988	916,702	31,978,489

Fund balances at 31 August 2020 are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	8,260,190	28,381,900	-	36,642,089
Investments	1,923,540	-	-	1,923,540
Long term creditors	(6,436,126)	-	-	(6,436,126)
Net current assets	(2,495,261)	473,444	1,510,328	(511,489)
	1,252,342	28,855,343	1,510,328	31,618,014

16. Post balance sheet events

The impact of COVID 19 continued to have an effect on the Centre's operations in 2021 and we utilised the Coronavirus Job Retention Grant (CJRG) £0.1m in the year to August 2021 (2020: £0.2m).

17. Comparative financial statement of financial activities (2020)

		Unrestricted funds 2021	Restricted funds 2021	Total funds 2021	Total funds 2020
Income from:		£	£	£	£
Grants, donations and legacies	2	699,539	3,059,334	3,758,874	4,194,576
Investments	3	58,967	-	58,967	62,950
Charitable activities					
Clinical and preventative services		1,559,370	106,605	1,665,975	2,599,917
Postgraduate training		3,044,533	-	3,044,533	2,803,709
Research		1,831,530	1,134,024	2,965,554	2,887,974
Conference and study events		2,165,121	70,623	2,235,744	2,346,574
Campus		-	-	0	1,800
Mental health in schools		2,074,892	-	2,074,892	1,250,657
		10,675,446	1,311,251	11,986,697	11,890,631
Other		410,760	-	410,760	37,914
Total income		11,844,712	4,370,586	16,215,298	16,186,071
Expenditure on:					
Raising funds					
Fundraising and publicity	4	340,666	-	340,666	237,525
Investment and management fees		720	-	720	502
Legal fees		0	-	0	-
		341,386	-	341,386	238,027
Charitable activities					
Clinical Service Improvement		3,522,941	726,903	4,249,844	4,193,687
Innovation, Evaluation and Dissemination		1,922,358	763,643	2,686,001	2,689,038
Postgraduate Studies		3,455,911	19,386	3,475,297	2,767,666
Research and Policy Development		1,865,044	1,092,358	2,957,402	2,586,988
The Family School		138,189	219,727	357,916	322,766
Mental Health and Wellbeing in Schools		1,685,364	459,591	2,144,955	1,639,476
User Participation, Library and Dissemination		306,639	65,000	371,639	295,295

Campus Real Estate Development		2,486	-	2,486	1,027,066
		12,898,932	3,346,609	16,245,541	15,521,981
Total expenditure	4	13,240,317	3,346,609	16,586,927	15,760,008
Net income/ (expenditure) before investment gains		(1,395,605)	1,023,977	(371,629)	426,063
Net investment gains		84,038	-	84,038	45,549
Net income / (expenditure)		(1,311,567)	1,023,977	(287,591)	471,612
Transfer between funds	12	-	-	-	-
Net movement in funds		(1,311,567)	1,023,977	(287,591)	471,612
Funds balance brought forward at 1 September	12	31,419,253	486,352	31,905,605	31,433,992
Funds balance carried forward at 31 August	12	30,107,686	1,510,328	31,618,014	31,905,604

Anna Freud Centre
4-8 Rodney Street
London
N1 9JH

annafreud.org

THE ANNA FREUD CENTRE

England & Wales - Charity number 1077106

Accounts

The Anna Freud Centre

Charity number 1077106, company number 03819888

Trustees' annual report and financial statements for the year ended 31 August 2020

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Reference and administrative details

The Anna Freud Centre, operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106, and a company limited by guarantee, company number 03819888.

Board of Trustees	The Hon Michael Samuel MBE (Chair) Ms Catherine Bedford (appointed 12.11.19) Ms Sally Cairns Professor John Cape (resigned 20.05.20) Ms Melanie Chatfield Ms Pamela Hutchinson (appointed 08.12.20) Dr Moshe Kantor Ms Nicola Loftus Professor Linda Mayes MD Mr Peter Oppenheimer Mr Daniel Peltz OBE (Treasurer) Professor Stephen Pilling (appointed 01.07.20) Mr Dominic Shorthouse (Deputy Chair) Ms Sarah Wood OBE (appointed 08.02.21)
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG
Bankers	Barclays Bank plc, St John's Wood Branch, PO Box 2784, London, NW3 6JD
Investment Managers	Sarasin Asset Management Limited, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU Ruffer LLP, 80 Victoria Street, London, SW1E 5JL
Life President	Dr Moshe Kantor
Patron	Her Royal Highness The Duchess of Cambridge
Chief Executive	Professor Peter Fonagy OBE FMedSci, FBA, FBPSA, PhD, DipPsy
Chief Operating Officer	Ros Bidmead
Finance Director and Company Secretary	David Fowler
Registered address	Kantor Centre of Excellence, 4-8 Rodney Street, London, N1 9JH www.annafreud.org 020 7794 2313 info@annafreud.org

Introductions

Dr Moshe Kantor, Life President

As the impacts of the coronavirus pandemic continue to be felt around the world, it is with great pride I reflect on the Anna Freud Centre's response. Improving and protecting the mental health of children, young people and their families is an urgent and vital task – now more than ever. The evidence that the coronavirus pandemic is harming the wellbeing and mental health of children and young continues to grow. More help is desperately needed, particularly for those with existing mental health disorders and instability in their family and social environments.

The anxiety, stress, losses, isolation and worry children and young people have been experiencing will have lasting impacts on their lives. We must not lose sight of this. Children, young people and their families need us to prioritise their emotional wellbeing and resilience now to protect the future of a whole generation.

The Hon Michael Samuel MBE, Chair of the Board of Trustees

Even before the coronavirus pandemic we knew there was an increasing demand for mental health care and a need for a collective responsibility for each other's emotional wellbeing. It is only by engaging the professionals and communities who impact on children's lives that we can rise to the scale of the need. And with increased isolation and social distancing come considerable risks in further breakdown of these support networks and the growing gulf between what we know works and what we do day to day.

The vital role of the communities around individuals has been demonstrated during the coronavirus pandemic. And at the Anna Freud Centre, we have accelerated areas of work so that we can maintain that energy, compassion and connection, through innovative and digitally powered means.

I too am proud so see the Centre emerging as an even stronger organisation than before; better placed than ever to support children and families in the challenging times to come.

Professor Peter Fonagy, Chief Executive

It will come as no surprise that this year we report differently on our achievements and performance. In September 2019, we once again embarked on a new academic year with ambition and momentum from the previous year's successes. But - as for so many of us - the coronavirus pandemic disrupted our plans and demanded nothing short of a heroic response from all.

One of the Anna Freud Centre's greatest strengths has always been its ability to change, adapt and evolve. And this is only so because of the truly exceptional people who come to work at and with the Centre. This year, that resilience was truly put to the test. Across the Centre project teams have learnt quickly and adapted delivery plans with patience, innovation and compassion, so that babies, children, young people, parents, carers, teachers and all those working with children can continue to receive vital support through new means. Our teams have also rapidly developed a range of resources to provide information for vulnerable groups and accelerated

investment into digital, virtual and remote technologies to continue to provide our vital services.

And of course, this has only been possible with the continued extraordinary support of generous donors and collaborators. Their quick response and genuine understanding of the barriers we've needed help in overcoming has been, and to continues to be, a lifeline.

We recognise this has been – and continues to be – an exceptionally challenging time. But we also recognise, celebrate and are thankful for the exceptional resilience of our staff, our students, our champions, our supporters, and most importantly the children, young people and families we work with.

Objectives and activities

Anna Freud National Centre for Children and Families (the Centre) has been pioneering mental health care for 68 years. The Centre promotes the relief of mental illness or disorder and the protection and preservation of mental and emotional health for the public benefit. The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the general guidance issued by the Charity Commission on public benefit.

Aim

To transform mental health provision for children and young people in the United Kingdom by improving the quality, accessibility and effectiveness of treatment. We believe that every child and their family should be at the heart of the care they receive, working in partnership with professionals.

Mission

To further the charity's purposes for the public benefit, we:

- Carry out research to improve understanding of mental health and resilience and to evaluate and improve the treatments and services children and families are offered.
- Develop new approaches, tools and services that aim to support children, young people and families in distress.
- Teach and train a new generation of clinicians and researchers the latest skills and tools to improve mental health globally.
- Take a leading role in the development of policy and practice in the UK and beyond to ensure that it is built on science, tested experience and has the input of children, young people and their families.
- Creatively collaborate nationally and internationally in partnerships, which jointly develop a step-change in child mental health and wellbeing.

Vision

A world where children and families are effectively supported to build on their strengths and to achieve their goals in life.

Values

- Collaboration
- Creativity
- Inclusivity
- Honesty

Principles

1. Children, young people and families are at the heart of everything we do.
2. We maximise impact by working with others, recognising their leadership and expertise.

3. No preconceptions; we are informed by the science and an awareness of what the science cannot tell us.
4. The Kantor Centre of Excellence is a special place with no special places. We use fluid, flexible and collaborative structures to help us break down the silos: no one group holds the answer.
5. We support staff to develop their potential by working together to achieve the Centre's objectives.
6. We are rigorous and critically monitor the effectiveness of what we do.
7. We are willing to experiment and accept failure.
8. We recognise the leadership and expertise of others to deliver our impact at scale.
9. Diversity and justice are values of fundamental importance to us and we are committed to investing our efforts into ensuring we are better able to work alongside and learn from Black, minority ethnic communities and other minoritised communities.

Achievements and performance

Responding to COVID-19

This year the Centre's plans were disrupted by the coronavirus pandemic and resulting social restrictions. The pandemic necessitated teams across the Centre to respond rapidly to protect and support the wellbeing of staff and the families we help. All Centre sites were closed on 16 March and all staff began operating remotely, quickly learning to adapt delivery plans so that mental health care, research, training and postgraduate studies could continue to be prioritised against a backdrop of considerable uncertainty.

Providing help

Our clinical team successfully moved many of their services online and continued to directly support over 150 vulnerable young people and their families, including babies, infants, parents, looked after children, children with traumatic histories and adolescents with multiple, complex needs. Trying to be helpful to very troubled young people – who feel desperate – and doing it from home is a different process to what most Centre teams have done before. We have therefore also been learning and across clinical teams (Early Years, Specialist Trauma and Maltreatment, Adolescents and Psychotherapy, and Workforce Development):

- a working group has been established to capture the learning for working in this way with troubled young people and families;
- short courses have been translated into digital and online formats, testing and improving as quickly and effectively as we can; and
- a remote resilience support service has been developed to offer a choice of interventions through an online platform for young people and parents through their secondary schools.

Supporting schools and colleges

Most vitally our Schools Outreach Team continued to provide direct therapeutic support to families and school staff virtually, through phone and video calls as well as messaging. This continued engagement with school communities and surveys of our Schools in Mind network provided us with crucial information to understand and respond to the developing needs of schools and colleges and their pupils. During the spring 2020 lockdown our teams began to think of how best to support the return to schools for the next academic year and ensure newly developed resources were based in both research evidence and clinical practice, as well as being easily implementable for schools across the UK. We tailored these resources to the common concerns raised by teachers and school and college leaders, which demonstrated a need to prioritise help for the most vulnerable, manage abrupt endings and transitions, and address anticipated increased levels of anxiety amongst children and young people. We also delivered a series of Facebook Live webinars (with over 30,000 views) to answer FAQs and connect with hundreds of education professionals across the country.

In addition to finding ways to deliver existing schemes online, the team worked closely with MindEd, Health Education England and the Department for Education to develop and deliver a new programme of training and support for schools, Wellbeing for Education Return, delivered from September 2020 to boost pupil and teacher wellbeing in light of the coronavirus pandemic.

Improving understanding

For the Centre's Innovation, Evaluation and Dissemination programme, activity such as research field work and data capture were maintained as far as possible. Teams worked hard with funders and partners to ensure we were able to deliver as much as we had planned as possible. However, a considerable amount of adaptation was needed – both in terms of our teams being responsive and being able to capture the impact of the pandemic on children and young people's mental health. This led to some new activity of evidence synthesis – resulting in the Evidence Based Practice Unit's Emerging Evidence series – and reconfiguration of evaluations. The Centre has continued to work with a range of partners, including our academic partner UCL, and CORC (the Child Outcomes Research Consortium), to bring to light data and information that might hold some answers to protect child mental health over the coming years.

Sharing what we know

Students taking part in postgraduate study at the Centre have been, for the most part, able to continue their studies virtually, losing only one week of teaching since the disruption and first national lockdown started in March. Our Postgraduate Studies team learned at pace to live stream lectures, reschedule small group teaching, and ensure coordination with UCL and placement sites. All assessments that would have exams or necessitated face-to-face contact were rethought to assess students in a valid way remotely and all students remained on track with their studies.

A priority for the team was to support the wellbeing of over 350 students – many of whom are young people – and may have been experiencing significant disruption and challenges in their lives. We provided additional personal tutor support to help manage stress and anxiety caused by the pandemic.

Within the year, our short course training, conferences, and events team also successfully met income targets, despite the disruption caused by the coronavirus pandemic. In the year we trained over 12,400 delegates through internal and external courses, as well as reaching over 10,400 delegates through conferences and learning events, and average training satisfaction was maintained at 4.5 out of 5. This is a 180% increase in training and event delegates from 2018-19 and is testament to the exceptional agility of our teams and tutors in moving to remote delivery.

Collaborating creatively

In the first months of the pandemic, we saw a surge in visits to annafreud.org. Across the Centre we worked quickly to provide evidence-based support and guidance to children, young people, parents, carers and professionals working with families, including new booklets, leaflets, blogs, videos and webpages. Between 1 March and 31 August 2020 these resources helped thousands of people:

- Over 14,300 downloads of booklets, including 'Managing the transition back to school' and '8 ways a parent or carer can help children manage the transition back to nursery'
- Over 122,600 unique visitors to our coronavirus support webpages
- Over 23,600 views of our coronavirus support videos
- Over 12,400 unique visitors to our blogs focusing on the most vulnerable.

We also joined our partners and collaborators to strengthen our response to the pandemic. In April Peter Fonagy joined a mental health roundtable call chaired by The Duke and Duchess of Cambridge alongside the Heads Together CEOs of Mind, CALM, Best Beginnings, Contact Group, YoungMinds, The Mix, Action on Addiction, Mental Health Innovations and Place2Be. They agreed that the sector must continue to work together to ensure people are equipped to support their family and friends, and to have conversations about their mental health both during and after the pandemic. The Duke and Duchess of Cambridge also showed their support for Public Health England's Every Mind Matters platform, which launched a campaign focussed on children, young people and parents and carers in September 2020 with resources developed in partnership with the Centre, YoungMinds, The Mix and Place2Be.

In May 2020 the Centre joined 30 charities in calling on government to take action to limit the long-term impact of the pandemic on children and young people's mental health, and in June with 50 voluntary and social sector organisations to ask that mental health be put at the heart of the nation's recovery plan.

To mark Mental Health Awareness Week (18-24 May 2020), and in recognition of the kindness being shown across communities in response to the coronavirus pandemic, the Centre held a series of free seminars chaired by Peter Fonagy on the theme *From Crisis to Kindness*. The seminars asked how we could bring together what we have learned and embed it in our future work, inviting presentations and discussion from expert collaborators. The three webinars on the following subjects were positively received by over 4,600 participants:

- Perinatal care and early years with Michelle Cree and Dr Camilla Rosan
- The pandemic, mental health and education with Margaret Mulholland, Dr Julie Greer and Jaime Smith
- The pandemic, mental health and young people with multiple problems with Dr Dickon Bevington.

The Centre also joined Company Three in encouraging children and young people to participate in the Coronavirus Time Capsule to capture young people's experience of the pandemic and lockdowns. The project brings together young people's videos of their everyday experiences, resulting in a funny and moving record of 2020 through the stories and minds of young people.

Equality, diversity and inclusion

The Centre is an equal opportunity employer and ensures that all applicants and employees are treated consistently. We are committed to ensuring equality and opportunity through the creation of an environment in which individuals are treated on the sole basis of their relevant merits and abilities. All members of staff and Trustees share this commitment.

The killing of George Floyd, the Black Lives Matter movement and impact of the coronavirus pandemic on Black and minority ethnic communities around the world has been a stark and harrowing reminder to the Centre that equality, diversity and inclusion must be prioritised in service of our mission. We have been working on what it means to say Black Lives Matter in the work we do and made a commitment to tackling racism in August.

This also led to the initiative of:

- A Centre-wide EDI steering group, chaired by a Trustee

- Appointment of an external consultant to deliver and audit and support development of a comprehensive EDI strategy
- Baseline EDI training delivered to all Centre staff
- Forming of an Anti-Racism Working Group in September 2020, with additional groups to follow that focus on the needs of oppressed and minoritised people
- Partnership working with Body & Soul to co-design services and trainings to support minoritised groups.

The Centre endeavours to be a model of good equal opportunities practice to meet its obligations under the Equality Act 2010 and other prevailing legislation. It is committed to providing services, employment and training in an environment in which the rights and dignity of its service users, students, staff and volunteers are respected, and which is free from discrimination, abuse, and harassment or bullying. This includes a policy to recruit disabled people for those vacancies that they are able to fill, providing all the necessary assistance with initial training and ongoing career development to ensure suitable opportunities for each disabled person. Arrangements are made, wherever possible, for retraining employees who become disabled to enable them to perform work identified as appropriate to their aptitudes and abilities.

Effective communication with employees is of vital importance and the Centre has established methods to provide information to and consult with employees on a regular basis on financial and other matters that affect them. Mechanisms include:

- regular all staff meetings, to which all staff are invited (currently held monthly online)
- digital staff suggestion box
- regular staff wellbeing survey
- monthly EDI survey, with results published immediately
- regular updates from the Executive team
- promoting activities and flexible working to support staff wellbeing.

Create a hub of innovation

Last year we committed to address the complex challenge of giving the whole community a role in children's mental health by creating a hub of innovation to: build multidisciplinary practice and research agendas; strengthen and expand our strategic partnerships; extend the range of services we interface with beyond health, education and social care; and develop ways to connect diverse stakeholders to achieve a common purpose. Progress against the 2019-20 goals set under this strategic objective is included here.

- **Launch '5 Steps to Mental Health and Wellbeing', an approach for schools and colleges that brings together our learning from across the Mental Health and Wellbeing in Schools programme, including Peer Support, Staff Wellbeing and Schools in Mind resources.**

  Due to the coronavirus pandemic, we launched our 5 Steps to Mental Health and Wellbeing Framework on 29 September 2020, sending 24,000 emails to all schools in England, as well as promoting through our now 20,000+ Schools in Mind network members, the Anna Freud Learning Network, and colleagues of the Child Outcomes Research Consortium (CORC). In addition to receiving excellent feedback from 5 Steps users and across our social media platforms, we also received positive support and agreement to promote the framework from organisations including the National Association of Headteachers (NAHT), National Education Union (NEU) and Association of School and College Leaders (ASCL).

- **Launch two new animations: an all-staff introduction to mental health for schools, 'Taking CARE to promote mental health in schools and colleges', and a guide to the '5 Steps'.**

  With support from Jo Malone London, we launched our 'Taking CARE to promote mental health in schools and colleges' in January 2020. The animation has been viewed over 30,000 times across social media platforms and our webpages as a universal guide for school communities.

  > "Love the short animation for staff training."
  >
  > – Learning Support Lead

  The second video, a short promotional animation which describes 5 Steps, was launched with the platform on 29 September and has been viewed approximately 14,000 times across our social platforms to end of October 2020.

- **Continue to work closely with Pears Family School to share resources and learning, including jointly hosting internal and external events to engage diverse communities in the two organisation's work.**

  Although no joint events were hosted with Pears Family School in the year, partly due to social restrictions, the Centre has continued to share and promote learning from the School. As Pears Family School is an alternative provision (AP) specialist school, they have remained open during the crisis and we published their practical guide for alternative provision schools continuing to operate during lockdown. The guide offers an example of how to assess which students can be safely cared for at home; how to support vulnerable children and

families; and how to work with families and deliver a balanced curriculum, structure and routine at home.

- **Complete the Parent Coaching for Pupil Progress innovation project, funded by the Department for Education's Alternative Provision Innovation Fund, across three hubs and engaging 120 parents.**

  The Department for Education (DfE) funded Parenting Coaching for Pupil Progress innovation project with three AP schools was completed within the year. Each of the three hubs in London, Leeds and Cornwall completed the four, 10-week parent engagement programme. One hub has started to disseminate the training themselves to reach a wider network of parents. Data collection has been completed and is being analysed by independent evaluators.

- **Build the impact of our Specialist Trauma and Maltreatment Services' Post-adoption and special guardianship project by partnering with Regional Adoption Agencies, improving links across early years and adolescent teams, developing group work, and continuing to champion the voices of young people who have been Looked After.**

  Our Specialist Trauma and Maltreatment Services team (STAMS) has continued to work closely with regional adoption agencies and social workers supporting looked after children. Building on our relationship with Adopt London South, we have also delivered a package of support for parents in response to the coronavirus pandemic and resulting lockdown. Ten families have been supported through clinical consultation to address the needs that have arisen during lockdown and to provide space for reflection, psychoeducation and signposting. We have also piloted an adapted version of the Centre's Reflection Parenting group sessions for adoptive parents to five families remotely while they await further assessment or intervention.

  In addition, Katherine Mautner, a Senior Clinician within the team, codeveloped and co-delivered training on 'Therapeutic principles of working with adoptive families with children under five' with Dr Sarah Peter from the Centre's Early Years Programme to 150 adoption social workers across London and the South East, and we delivered a webinar about Reflective Parenting to the peer support group commissioned by the London RAAS, called We are Family.

- **Continue to support sites taking part in the Department for Education-funded Looked After Children Mental Health Assessment Pilots, preparing for the final learning and evaluation phase ending in December 2020.**

  In June 2020, the DfE confirmed a six-month extension to pilot delivery, offering sites the opportunity to continue implementation until March 2021. The aims of the extension are: to build on good practice already emerging from the pilot, to allow further embedding of the assessment model (mitigating disruptions related to COVID-19), and to enable further development of the Virtual Mental Health Lead (VMHL) role. Of the nine original pilot sites, five have confirmed that they are able to extend pilot delivery. The consortium is providing ongoing support to these five sites until March 2021, preparing for a learning and evaluation phase now ending in July 2021. Support with project close-off, local evaluation and

sustainability planning is being provided to the four sites who have not been able to extend.

- **Build the evidence base for the Reflective Fostering Programme in collaboration with the Centre and UCL's Child Attachment and Psychological Therapies Research Unit (ChAPTRe) through Local Authority trials nationwide.**

  The Reflective Fostering Programme has been successfully developed and evaluated through a pilot study, in collaboration with Kent County Council and ChAPTRe. Foster carers and social care staff in Kent were trained in the delivery of the programme, and successfully delivered the programme to 38 foster carers over the course of five groups, with high attendance and 100% completion rate. Evaluation of the programme has yielded positive results, particularly in relation the child's wellbeing and foster carer parenting skills and qualitative feedback from the programme was overwhelmingly positive. Full results are currently being reviewed for publication, contributing to the evidence base.

  Over the next year, the Reflective Fostering Programme will be evaluated further through a full randomised control trial. The trial, funded by National Institute of Health Research (NIHR), will provide a full evaluation of the programme, including cost-effectiveness and process evaluation. The Centre will lead on the clinical delivery of the programme, funded in part by KPMG Foundation and Segelman Trust.

- **Launch the new UCL-AFC Centre for Developmental Neuroscience and Mental Health, a partnership facilitating cross-disciplinary research to increase our understanding of how cognitive, social and brain development impact on mental health across childhood and adolescence.**

  Plans for this initiative have been significantly impacted by the pandemic. However, a collaborative team between UCL and the Centre submitted a joint grant application for an innovative school prevention programme in September 2020 and are supporting the new Yale-UCL PhD programme. A lead for the partnership will be appointed later in 2020.

- **Establish an AMBIT International Study group to support evaluation of AMBIT.**

  AMBIT is a whole-team approach designed for services who work with clients presenting with multiple and complex problems, including mental health difficulties. It is based around the core theory and practices of Mentalization. AMBIT supports teams to develop systems of care adapted to their own context, and to what is experienced as helpful by their clients, applying mentalization as the guiding framework across four areas of practice: face to face work with clients; between team-members; across networks; and in fostering a team culture of learning.

  In September 2019, the AMBIT team began work on developing an international study group and appointed two joint leads for the group based in London and Barcelona. The AMBIT study group is an international collaboration of representatives from AMBIT-influenced teams. The overall goal of the group is to

build collaboration and learning across the AMBIT community and develop the emerging evidence-base around the model. One focus of the group is to understand the effectiveness of AMBIT trained teams in their work with clients, and members of the study group are using the AMBIT integrative measure (AIM) within their services to investigate client outcomes.

The group will bring its outcome data together, so that over time we can gain a more robust picture of client outcomes across AMBIT trained services. The group is sharing experiences of using the AIM measure within their services as a way of developing a framework for outcomes across the AMBIT community. Together the group aims to contribute towards research and publications around areas of AMBIT practice.

The group has representatives from 15 AMBIT-influenced services around the world including Spain, Austria, Denmark, Germany, USA, Australia and the UK. The first meeting of the AMBIT study group took place on 27 March 2020. During the meeting the group looked at the outcomes framework, sharing some client data and supporting each other with this work. This work was disrupted by the coronavirus pandemic due to reduced staff capacity, but we continue to have strong links with the members of the group.

- **To build a digital strategy which includes continuing to develop and expand the role of Wikis in supporting training, and to gain the perspective of young people and their supporters on the important questions around how the digital environment impacts on young people's mental health.**

  In light of the move to supporting larger numbers of children, young people and families online, the digital strategy and Wikis activities have adapted to focus on consolidating the rich collective knowledge across the Centre about how to support families online into practical guidance. This work has been most rewarding and will serve as a useful resource for the Centre's activities as well as the field more broadly. Digital research on the views of children, young people, parents, carers and teachers on the role of screen use and young people's mental health, and young people's views of digital self-care as part of the Centre's Self-care Summer campaign, have progressed well despite the changing context and are set to produce interesting findings by the end of 2020.

- **Continue to develop the functionality and usage of POD (People's Outcomes Data) across children's emotional wellbeing and mental health services to increase our understanding of what is helpful and encourage collaborative working.**

  POD has continued in its development over the past year: it has been an integral part of the Child Wellbeing Practitioner (CWP) and Education and Mental Health Practitioner (EMHP) training programmes and has helped to enable the first national data report on the efficacy of the EMHP programme. There has been increased interest and buy in from children and young people's mental health services (CYPMHS) across London and the South East and the POD team have increased functionality to respond to this demand. Progress has also been made in matching POD outcome data with patient record data to enable data flow to the NHS Mental Health Service Data Set (MHSDS).

- **Complete the next stage of planning to further develop IT solutions that will securely support internal and external collaboration and begin implementation.**

  The next phase of adoption of cloud collaboration tools, and particularly Microsoft Teams has been driven by the need for remote working and dramatically increased during 2020. This has resulted in a much more digitally capable organisation with a focus on being able to deliver training and services remotely. A priority has been ensuring adequate security controls and processes are in place to migrate this data into online repositories. As the immediate needs of responding to the pandemic have been met, the options available for cloud management of sensitive data are currently being assessed.

- **Monitor the use and further development of Information Governance planning processes for project managers and deliver additional training for all staff on data rights.**

  All staff now receive in-person information governance (IG) data security training annually, which includes data rights guidance. The induction session for new staff covers IG and data rights requests. Clinical staff receive regular refresher training, updates and support to recognise and respond to data rights requests, including distinguishing them from third party requests.

  The IG planning processes are under constant review and the establishment of a Centre wide Data Security and Protection group will provide a new channel for feedback to ensure processes are appropriate and beneficial to staff and our stakeholders as well as compliant with legislation.

- **Shift our organisational culture to implement a Centre-wide 'digital first' approach, prioritising digital channels to maximise our impact.**

  The impacts of the COVID-19 have driven this dramatic shift for the Centre in many aspects of our work. Remote working and online delivery of traditionally face to face services has accelerated the development and implementation of the Centre's 'Closing the Gap' strategy to reach and mobilise whole communities around children and young people. The 'Closing the Gap' initiative will see the development of a suite of platforms and tools to embed a digital first approach and activate diverse communities in the delivery of mental health support for children and families.

- **Increase capacity within the Fundraising team to achieve growth across income streams, with a particular focus on Trusts and Foundations and corporate supporters.**

  The Fundraising Team has grown by two members to a team of six. During the year we welcomed a new Trusts and Foundation's Manager and Fundraising Assistant. We have already seen the benefits of these hires, having grown grants and donations by 33% over the financial year.

- **Secure strategic partners to raise £450,000 in unrestricted and core funding within the year.**

During the financial year we secured over £450,000 in unrestricted and core funding from key strategic partners as well as committed givers and community fundraising activities. The Centre also benefited from the UK Government's Job Retention Scheme, with a number of staff being placed on furlough during the year.

- **Maximise our income opportunities from the Kantor Centre of Excellence and the Northern Hub to deliver an efficient operation.**

  We created a plan to market the Kantor Centre of Excellence as a training and conference centre, to take advantage of periods of lower use. The pandemic has meant this activity is paused and will be relaunched when the economic position improves.

  We are also progressing plans to use the Kantor Centre of Excellence as a community hub and will develop this during 2021.

- **Build a strategy for our Northern Hub and plan activity for a formal launch in autumn 2020 to set out how we will grow and strengthen national activity and collaborations to address unmet need throughout Manchester and the north of England.**

  In the year, our cross-Centre working group for the Northern Hub was convened and planning for both the launch and the extension of activity in the North commenced. With the Northern Hub ambition very much about increasing our presence and collaborations in the North of England, we have adapted and delayed our launch programme so that we can begin with engagement events and consultations to build to what we hope will be a face-to-face event in September 2021.

- **Continue our internal programme of events and activities for staff, building our creative, inclusive and collaborative learning culture.**

  In the first half of the year, our programme of bi-monthly talks to staff continued. Between September and February, we held 11 lunchtime and evening talks with an average attendance of 50 students and staff. The talks were paused due to the coronavirus pandemic and closing of Centre sites. However, they resumed online in July and cancelled sessions are being rescheduled for the coming months. Attendance at online events have averaged 80 staff. In addition, since the move to remote working in March, we increased the frequency of all staff meetings with the aim of helping to keep staff connected. These staff meetings have seen record levels of attendance, with 248 attendees at our meeting in June. We have also been using an online community to share quizzes, wellbeing activities as well as anti-racism resources for learning and reflection.

- **Contribute to creating a safer future for all by auditing and improving our working practices to take action against the climate crisis in all areas of the Centre's work.**

  The Centre's Green Group has continued to improve sustainable working practices across the organisation. Less activity has taken place since the building closed in March 2020, due to the coronavirus pandemic. Nonetheless, the

following important steps were taken, and will remain on goals for the year 2020-21:

- An Eco-Audit, through the City Bridge Trust's scheme, was completed in March 2020 with consultants Sustainability Quality, identifying areas of good practice as well as measures to improve the Centre's sustainable performance. These measures are being implemented, with a view to completing the process in early 2021.
- Gas and electricity were switched to green suppliers.
- Collaborative working with colleagues at UCL who have pioneered sustainable practices in their department and across the wider university has allowed for sharing ideas and best practice, and joint initiatives will be planned in the future.
- Regular communication to the Centre staff group, via weekly newsletters and all staff meetings, have highlighted sustainability issues and how individuals can improve their own working spaces and practices.
- Attendance at Global Climate Strike in September 2019 by some staff members which was approved and supported by the Senior Executive.
- Final BREEAM certification (the leading sustainability assessment method for buildings) is to be issued and expected to receive a rating of Excellent, but this has been delayed due to building shutdown.

Focus on complex problems

We are committed to focus on complex problems: to develop our practice of working at the interfaces between diverse actors and intervening simultaneously on a number of risk levels; embracing complexity and amplifying our capacity to systematise, evaluate, deepen and expand our breakthrough 'ecosystem' interventions'; draw inspiration and learning from front-line clinical encounters with high need client groups; continue our focus on early intervention – early years and early in the unfolding of mental disorder; and create a community focus and engage with the problems of social disadvantage. Progress against the 2019-20 goals set under this strategic objective is included here.

- **Test multi-disciplinary ways of working that integrate support for families in the early years from both health and social care and across a spectrum of need within universal, targeted and specialist settings.**

  During 2019/20, the Early Years programme was restructured, moving away from specialist modality teams to a multi-disciplinary staff team who provide clinical expertise to universal, targeted and specialist levels of needs. This stands us in good stead for the emergent clinical needs that have become apparent during the coronavirus pandemic and lockdown.

- **Develop and test a training and supervision programme in collaboration with local authority Early Help teams that encourage a shared language around infant mental health in universal services.**

  After 12 months of testing our 'Think Baby' training and supervision programme with Early Help teams in Camden and Wandsworth, we have developed a Wiki manual of the approach to support scale-up to other local authorities across the country.

- **Develop, test and start to scale a model of collaborative working with specialist perinatal mental health teams that supports the mental health partners of women with complex and severe mental illness.**

  We have established the 'Mind the Dad' project, which works with NHS specialist perinatal mental health teams to support fathers with their mental health and parenting needs by delivering a suite of evidence-based interventions. We have piloted the project successfully in south west London's perinatal mental health team, which allowed us to apply for further funding from the National Lottery Community Fund and KPMG Foundation. With this additional funding we have started scaling the model up remotely into the perinatal mental health teams in south east and north central London, Cheshire and Merseyside, and Northampton.

- **Adapt and test the Centre's psychoanalytic parent-toddler group intervention for adoption families with one to three-year-olds.**

  A pilot of the Centre's psychoanalytic parent-toddler group intervention for adoptive families with one to three-year-olds was delivered and evaluated. A summary report of the project is available at annafreud.org. We have also now adapted the work to be delivered remotely and are expanding to different Regional Adoption Agencies across the country.

- **Launch a new strategy for the Specialist Trauma and Maltreatment Service (STAMS) in early 2020, unifying our universal (primary prevention), targeted interventions for vulnerable groups (secondary prevention) and specialist interventions (assessment and treatment) under a shared model for understanding developmental trauma and stabilising relationships.**

  The STAMS strategy was delivered to the Executive team for approval within the year, however the launch of this strategy was interrupted by COVID-19. Work will continue in the coming year.

- **Support the training and delivery of Reflective Parenting groups to more targeted populations, such as new fathers and newly adopting families.**

  Two Reflective Parenting groups were run within STAMS and with the Early Years Programme.

- **To continue to deliver the national evaluations of Community Forensic Child and Adolescent Mental Health Services and a Framework for Integrated Care, including two publications by the end of 2020.**

  The team has adapted the national evaluations of F:CAMHS and Secure Stairs to the delivery challenges of the pandemic incredibly responsively. Two publications have been prepared and an additional four publications are in preparation. Feedback from sites taking part in the evaluations, from NHS England and from NHS Improvement, continue to indicate the evaluations are being well received. With the projects ending in March 2021, we are keen to explore opportunities to continue to build on this work to better support the most vulnerable children and young people who experience high levels of risk, harm and vulnerability.

- **Set up evaluation projects to evaluate impact of AMBIT-influenced teams.**

  Within the year the AMBIT Evaluation Project – a pilot project to help AMBIT-influenced teams measure client outcomes in their work – was set up. The following teams have been taking part in the project: The Winch, The Hive and The AMASS team, all based in London, and the Paedakoop service in Austria. These teams were provided with training and support from a trainee clinical psychologist in the AMBIT team around measuring outcomes and using the AIM measure, and were invited to share anonymised data with the AMBIT team using POD to contribute to the wider analysis of the impact of AMBIT. The AMBIT Evaluation Project is also enabling the team to find out whether the AIM is a useful measure for capturing the impact of AMBIT-influenced work on client's functioning. The Winch team, for example, received an analysis of their client data in 2019, highlighting that two thirds of the young people seen by their service showed improved functioning in relation to scores on the AIM.

- **Develop a strategic research proposal from the Evidence Based Practice Unit which will include broadening our understanding of factors that put young people at increased risk of mental health problems, how they interconnect and therefore where the greatest levels of mental health inequality reside.**

The Evidence Based Practice Unit, a partnership between the Centre and UCL, successfully secured seed corn funding from the Nuffield Foundation to develop a strategic proposal refining the relationships between various risk factors. The development project, iRisk, enabled a multi-disciplinary expert advisory group to be brought together, and a literature review and extensive stakeholder consultation to be delivered. Interpersonal connections in a variety of domains, from family cohesion, parental relationships, peer relationships (or social groups), and interpersonal (including attachment style, loneliness and isolation, and relationship difficulties), were identified as a common, unifying experience of risk for mental health problems in young people.

With the emergence of the current global coronavirus pandemic during the project, social interconnections have been affected in an unprecedented way. The need for social distancing and the closure of schools, community groups and public gatherings means that examining the role of social interconnections in tackling risks to mental health for children and young people has unexpectedly become more pertinent and the team continue to seek funding to progress research in this area.

- **Continue to collaborate in the delivery of the Mentalization for Offending Adult Males (MOAM) study with colleagues at Her Majesty's Prison and Probation Service (HMPPS), NHS England and User Voice, to maintain data collection rates, include researchers with lived experience as data collectors and complete analysis in the next year.**

  The MOAM trial is approaching the end of the data collection phase and despite the challenges the team have faced due to COVID-19 since March 2020 the study is moving forwards. Over the last 12 months the research team have collaborated with colleagues at HMPPS, NHS England and User Voice to collect data in each of the 13 sites from 313 participants randomised into the trial. The team are now concentrating on completing the final follow ups with the last group of participants, entering, and cleaning the data ready for analysis in early 2021. We have received a funded extension from the NIHR due to the delays caused by COVID-19 and the trial has been included in a NIHR case study report as an example of good practice of involving patients and members of the public in health research.

Strengthen our influence

We committed to inspire others and strengthen our influence reaching new audiences and widening our engagement to achieve impact throughout the systems around children, young people and families. To maximise our impact, we are: increasing our capacity to disseminate knowledge and skills to influence the practice of diverse actors; maintaining our world-leader status as a provider of training; and extending our role as a thought-partner for all those interested in children's mental health.

- **Develop and deliver a UK-wide training offer to schools, colleges and Local Authorities with a focus on running training from the Northern Hub.**

  We have developed five new training courses as part of our offer to schools, colleges and local authorities to develop the skills and confidence needed to support children's and young people's mental health and emotional wellbeing.

  The offer includes:

  - A whole school approach to mental health and wellbeing' (primary and secondary versions)
  - Engaging parents and carers
  - School staff wellbeing
  - Supporting schools to manage the impact of unexpected change on mental health

  During the year, 31 training engagements were delivered to 3,684 staff, including teachers, Special Educational Needs Coordinators (SENCOs), school governors, and senior leaders from over 442 secondary, 607 primary, 47 all-through schools, and three special schools. Due to government advice regarding coronavirus in March 2020, there were no in-person trainings delivered from the Northern hub: all trainings were delivered remotely online to locations across the UK and internationally.

  In February 2020, two training sessions were also delivered to the International School of Geneva on 'Talking to children and young people about their mental health'. During the summer break a package of training modules were delivered remotely to the NEU to 1,597 delegates. The training was exceptionally well received with over 99% of respondents indicating they would recommend the course.

  > "Absolutely excellent throughout. Very engaging speakers who imparted so much advice over the six weeks. One of the best courses I have ever attended."
  >
  > – NEU training

- **Deliver on the roll out of the Department for Education Link Programme, collaborating with cross-sector partners to ensure the programme is made available to all 22,000 schools and colleges over the four-year contract.**

  In the year, 101 Link Programme workshops were delivered in Clinical Commissioning Groups (CCGs) across England. These workshops were attended by 1,113 education professionals from 953 schools/colleges and 862 mental health professionals. Attendees have continued to give positive feedback on the

workshops and, including the pilot and second phase of the programme, 2,434 schools and colleges across England have taken part. In this first year of the national rollout, the Centre has partnered with 12 local and national, public and voluntary sector organisations to deliver the programme.

Workshop delivery was suspended in mid-March as a result of the lockdown measures. During the summer term, a new programme was developed, piloted and delivered: the Interim Approach to Joint Working. This comprised of up to two free online sessions to bring together education and mental health professionals to identify challenges within the local area as a result of COVID-19. The programme was piloted in three CCGs in May and rolled out to a further 23 sites in June and July. In total 45 sessions were delivered to 273 mental health professionals and 152 education professionals from 145 schools and colleges. 93.1% of attendees at session 1 and 86% of attendees at session 2 said the sessions were extremely or somewhat helpful in improving joint working to address the MH needs of CYP during the COVID-19 pandemic.

> **Complete delivery of the Department of Health and Social Care (DHSC) Mental Health Awareness Training for secondary schools, making the training available to up to 1,977 eligible schools in England.**

The Centre delivered Mental Health Awareness Training to 1,155 individuals from 643 secondary schools, sixth form colleges, PRUs and free schools. Extensive communications were undertaken to reach the eligible 1,977 schools in England, including letters, emails, telephone calls, social media posts and liaising with unions and local authorities. There were 139 training sessions booked in 28 locations between 1 September 2019 and 31 March 2020, but due to the coronavirus pandemic some live sessions were replaced with online sessions. In total we delivered 116 face-to-face trainings and four online sessions.

The training was extremely well received with over 99% of respondents indicating they would recommend the programme and reporting significant increases in knowledge of mental health, confidence in supporting students, and staff wellbeing.

'An incredibly informative, strategy-led course that has allowed us to develop and shape the way we focus on supporting the mental health of our staff and students. Couldn't recommend it highly enough'.

– School leader, MHAT for secondary schools

> **Deliver training and support programme across 10 AP and 200 mainstream schools to give settings the tools and knowledge to understand the complex system that may lie behind young people's challenging behaviours.**

We are close to completing the first part of this goal, reaching 10 AP and 30 mainstream schools as part of our five-day systemic training for inclusion. In the year, we also secured funding for the programme to reach a further 200 schools across the country over the next two years.

- **Continue to provide direct dissemination from Pears Family School across 11 boroughs and 70 schools.**

  The Pears Family School has now worked with schools across 12 London boroughs and over 90 schools. Over the next three months we will be launching the Pears Family School's new Family School Model webpages which aim to manualise the model, enabling professionals to understand the core principals of our approach.

- **Develop and deliver training manuals and digital guidance to support AP and mainstream schools engage parents in their child's education to promote inclusion and reintegration following exclusion.**

  We have set our sights on delivering six different training offers for schools. Four of these are already in place: All on Board training, Parent Coaching for Pupil Progress programme, SmartGym and 1:1 Consultation. Two additional offers are being developed including a parent engagement audit and policy development and an online short course for teachers and school-based professionals in parent and carer engagement.

- **Establish an early years digital learning network that engages a new audience of nursery nurses and their managers who are working in frontline early years settings such as nurseries and children centres to "think baby".**

  The Early Years in Mind digital learning network went live in June 2020, during infant mental health awareness week. By the end of August 2020, membership had reached 4,000 members.

- **Run a high-profile early years conference that showcases the Early Years Programme's latest innovations as well as cutting edge research and practice from international early years experts.**

  On 29 of January 2020 the Anna Freud Centre partnered with the Parent Infant Foundation to host the 2020 Parent-Infant Conference in London for 300 practitioners working in the early years across the UK.

  The event sold out and brought a range of high-profile research, policy, and practice speakers in the field of infant and early years mental health. There were 19 speakers overall (16 external and three from the Centre). External speakers included Professor Lenneke Alink, Emily Frith, Jessica James, Dr Joann Wilkinson, Ailsa Swarbrick, Professor Jane Barlow, Dr Nicola Cosgrave, Professor Helen Minnis, Jennifer Savage, Dr Trudi Seneviratne, Dr Bridget Tiernan, Roberta Marshall, Sally Hogg, Dr Anne McFayden and Olya Homonchuk, Professor Paul Ramchandani and Professor Chandra Ghosh Ippen. Internal speakers included: Nicola Labuschagne, Jessica James and Professor Pasco Fearon. It offered them a platform to shine a light on some incredibly important issues in the early years, including poverty, trauma and unstable housing.

- **Establish the PPIP Society as the professional association of graduates of the BPC-accredited specialist training in Psychoanalytic Parent Infant Psychotherapy (PPIP) and invited members.**

  The PPIP Society and training programme were paused during the year for review, with a plan to re-establish in 2021.

- **Deliver a national launch of the UK Trauma Council by spring 2020, with previews of the first portfolio of resources.**

  The coronavirus pandemic delayed the launch of the UK Trauma Council (UKTC) to September 2020. During the year, a new bespoke website was built as an accessible portal to showcase new resources, guidance and policy advice. The UKTC also developed coronavirus specific resources and our first policy briefing focussing on trauma in the context of the pandemic, released as part of the launch.

- **Publish the 'Neuroscience of Childhood Trauma Portfolio' (created in collaboration with the UKTC) by summer 2020, comprising multimedia educational materials explaining the neuroscience of early childhood adversity and resilience for foster carers, adoptive parents, social workers and teachers.**

  The full set of Childhood Trauma and the Brain resources were released at the launch of UKTC in September 2020, including an animation, guidebook, and science-to-practice videos. These resources have been widely shared and viewed already. Across all platforms the animation alone has already been viewed 80,000 times. This represents an important first step in the UKTC becoming the 'go-to' source of reliable, evidence-based information and guidance for professionals around childhood trauma.

- **Deliver the second national HeadStart Learning Conference in February 2020 and continue to produce and publish qualitative and quantitative evidence briefings summarising ongoing learning from the programme.**

  Our February HeadStart conference was a great success with strong engagement of key stakeholders from across the sector including many young people from the HeadStart partnerships and other participation organisations (YoungMinds, McPin, National Children's Bureau), senior civil servants from DHSC, DfE and Public Health England, mental health professionals, funders and school staff. The event was co-delivered and co-hosted with young people and received extremely positive feedback. We have also produced three policy briefings and three evidence briefings, with several more planned before the end of 2020. In addition, we have worked with our colleagues at CORC to develop emerging evidence briefings about the impact of coronavirus on children's mental health.

- **Increase On My Mind page views by 100,000 to 350,000, delivering the launch of Shared Decision Making guidance, Understanding Treatments pages, developing additional resources for vulnerable groups.**

Within the year, views of the On My Mind pages at annafreud.org totalled 507,271 (45% above target) as well as 4,605 views of the newly developed coronavirus support page for young people. This increased traffic to the site, and popularity of the self-care pages, may demonstrate some of the impacts of the coronavirus pandemic and increased concern for protecting wellbeing during this crisis.

The Shared Decision-Making guidance went live in October 2019 while the Understanding Treatments pages remain under development with UCL colleagues. New pages for the AFC Crisis Messenger Service, help with dealing with loss and bereavement, and several new self-care tiles created by our Young Champions were also added to On My Mind in the year.

> **To repeat the On My Mind self-care survey in summer 2020 to contribute to our research around making best use of self and community approaches to improve mental health, and to engage the sector in this work through the Anna Freud Learning Network.**

The On My Mind Self-care Summer campaign was repeated in 2020 and digital research on the views of children, young people, parents, carers and teachers on the role of digital self-care is ongoing. Our teams have benefitted immensely from hearing from young people on how best to capitalise on the role of digital in self-care activities, as well as on the role of screen use more broadly in mental health, particularly during a time when digital means are being relied upon even more heavily to keep networks connected.

> **Introduce blended learning into several Postgraduate programmes by creating online resources for the Pg Cert in Child and Young Person's Psychological Wellbeing Practice and Pg Dip for Educational Mental Health Practitioner, ready for implementation in September 2020.**

Pilot work on the blended learning Postgraduate programme, including development of online resources, was delivered in the year, although superseded by the rapid move to fully remote teaching and assessment for all programmes in March 2020. The pilot work already completed helpfully informed and guided our response to digital-only education and a blended model has been adopted wherever possible, within the prevailing governmental guidelines.

> **Develop, propose and formally approve via UCL, the launch of a new Postgraduate Certificate in Supervision: Children and Young People's Mental Health and Wellbeing Services, by summer 2020.**

This Postgraduate Certificate in Supervision has now been approved by UCL and a Programme Director has been appointed to drive forward course planning. The first cohort is expected to be recruited and enrolled in 2021. This programme is a critical addition to our portfolio as it provides training to the clinicians who are the on-site supervisors of junior trainees on our other workforce programmes.

> **Work towards delivering on our newly formulated Postgraduate Alumni strategy to: refresh the PGS web pages at annafreud.org; improve PGS**

presence on Centre social media accounts; improve communications with alumni through the AFLN newsletter.

Dr Vanessa Puetz was appointed as the Senior Course Tutor across PGS and the alumni lead. She has developed a new PGS Alumni Strategy and has made significant improvements to our web pages and social media engagement and is leading (along with a newly appointed Science Communication and Media Writer) in the production of regular newsletter content aimed at engaging our alumni.

- **Continue to work with Health Education England to deliver high quality training as part of the children and young people's increasing access to psychological therapies (CYP IAPT) programme to ensure children and young people have access to evidence based, feedback-informed interventions.**

  In the past year, we have been commissioned to deliver two cohorts of the EMHP training (62 trainees), two cohorts of the CWP training (60 trainees), one intake of Recruit to Train trainings (41 trainees), further Tier 4 training (70 trainees) and a range of short course continuing professional development trainings. All of these trainings have successfully been moved online to ensure we continue to deliver high quality trainings and provide development opportunities for mental health professionals across the country in collaboration with HEE.

- **Develop a new online training platform to be available to trainees by spring 2020 to accommodate our growing portfolio of online trainings.**

  Since Centre sites closed in March 2020, our scheduled programme of in-person short course trainings was temporarily paused due to the pandemic and associated restrictions on social gatherings and travel. Almost immediately where possible, trainings were delivered online. The re-organisation of our mode of operation meant that the original online training platform was finished slightly later than planned in July 2020. Given the complexity of all trainings now needing to move to an online format, the Centre has been reviewing various, more comprehensive, online training platforms to host some of our larger, income-generating trainings. From September 2020, training, conference and events will be delivered using a combination of online platforms and learning management systems to meet an increased level or programme activity when compared to previous years.

- **Increase the availability of our training courses in locations across the UK, particularly using the Northern Hub to increase our reach across the four nations.**

  Some trainings advertised to take place in Manchester were cancelled due to the pandemic and associated restrictions on social gatherings and travel. However, since March, the training programme pivoted from face-to-face delivery to online delivery, facilitating a wider reach than previously possible without travel time and costs.

  "[It] was great to be able to attend remotely as travel often adds too much to expense of training. Also great to attend with such a variety of delegates from other countries."

  "I enjoyed connecting with people from different countries, to share experiences, reflect and think together."

- **To produce resources and training to strengthen the knowledge, confidence and ability of referrers in primary care to draw on digital resources to support children and young people with their mental health (pending support from specialist mental health services) by March 2020.**

  In response to the rapid evolution of provision in this area, and in consultation with funders (UCLP), this work has focused on working with stakeholders. This is helping us to understand more fully the key challenges and opportunities in increasing the uptake and impact of digital resources at the point of referral. We have gathered feedback from referrers, mental health service providers, young people, and parents and carers through surveys and interviews, and have reviewed service delivery and transformation plans in eight CYPMHS services. This forms the basis of our comprehensive report that sets out key considerations in any efforts to maximise the impact of new interventions in this area of work. The report, which has been shared with stakeholders including NHS England, will also inform our own digital strategy and closing the gap work.

- **Review our brand with the aim of refreshing how we communicate our identity to support our impact.**

  A brand audit was approved by the Executive in January 2020, based on findings of an internal questionnaire and workshop involving 69 staff, Young Champions and Parent Champions. A research and discovery phase was delivered up to mid-March 2020, including a survey of views and perceptions amongst external stakeholders (243 respondents), interviews with senior staff members (22 interviews), and interviews with key collaborators (15 interviews). In mid-March the brand review was paused due to the coronavirus pandemic and a need to prioritise business continuity. The ambition is to return to brand refresh plans within the year 2020-21 as an integral part of renewed organisational strategic priorities and business planning.

- **To increase membership of the Anna Freud Learning Network to 13,000 from 9,000, in part by integrating with CYP IAPT and Postgraduate alumni networks, recruitment of GPs to launch the Understanding Treatment pages, and launching the Interpersonal Psychotherapy Training (IPT) pages for international delegates.**

Once again, the membership of the Anna Freud Learning Network has increased more than anticipated. At the end of the year, AFLN membership totalled 15,069 (67% above target) and overall increase of 5,863 members. Schools in Mind network membership totalled 19,097 (64% above target of 15,000) and an increase of 7,418 members; and the newly launched Early Years in Mind network launched in June had 4,114 members against a target of 600 by the end of the August 2020. An IPT World Map went live in September.

Plans for the future

Strategic five-year objectives

The Anna Freud National Centre for Children and Families set out the following strategic objectives for 2019-2023. Our response to the coronavirus pandemic and the evolving needs of children, young people and families has accelerated plans under our strategic initiative, 'Closing the Gap', to dramatically enhance our reach and leverage to improve child mental health. As such strategic objectives are under review for 2021-2024.

The strategic plan outlines our threefold approach:

1. **Create a hub of innovation**
    a. Build an innovative multi-disciplinary portfolio of practice and research agendas.
    b. Strengthen and expand our strategic partnerships with those who influence and provide care.
    c. Extend the range of services we interface with, going beyond health, education and social care to engage diverse actors and resources not traditionally linked to mental health.
    d. Develop ways to connect diverse stakeholders to achieve a common purpose, powered by shared protocols and tools.
2. **Focus on complex problems**
    a. Embrace complexity, amplifying our capacity to systematise, evaluate, deepen and expand our 'ecosystem' interventions.
    b. Develop our practice of working at the interfaces between diverse actors and intervening simultaneously on a number of risk levels.
    c. Draw inspiration and learning from frontline clinical encounters with high need client groups.
    d. Continue our focus on early intervention; early years and early in the unfolding of a mental disorder for long term benefit.
    e. Engage with the problems of social disadvantage, devising strategies that reflect the importance of social networks in determining mental health outcomes.
3. **Strengthen our influence**
    a. Increase our capacity to disseminate knowledge and skills to maximise our impact on diverse actors, including health, education and social care professionals.
    b. Maintain our world-leader status as a provider of training, reviewing and refreshing our portfolio of postgraduate and short courses so they are aligned with training and workforce development needs.
    c. Extend our role as a thought-partner for all those interested in mental health, such as policy makers, charities, public bodies, funders and community organisations.

Short-term goals for 2020-21

- Expand the Mentally Healthy Schools website to cover support, information, and resources for teachers of secondary-age pupils.
- Continue to develop our 5 Steps framework and increase registered membership to 2,500 schools.

- Promote and facilitate local and regional joint working between schools, colleges and children and young people's mental health services.
- Increase the reach of our training, widening our offer for non-traditional actors and ensuring accessibility to meet the needs of diverse stakeholders.
- Develop content for a series of short courses in applied research and evaluation.
- Continue making a valuable contribution in training a skilled and more diverse workforce for children and young people's services.
- Further develop parent engagement training for teachers and school-based professionals.
- Strengthen our training offer to educational professionals through the development of a self-guided online platform that can be accessed by whole school communities.
- Expand the Early Years in Mind digital learning network.
- Develop and test a training and supervision programme for the voluntary and peer support workforce that builds capacity for parents in the perinatal period struggling with their mental health and parenting to access evidence-based interventions.
- Produce training, supervision and network offer for Virtual Mental Health Leads for looked after children.
- Publish bereavement resources to provide information and support for those helping children manage traumatic events.
- Develop web-based communities of practice for practitioners, professionals and carers who are supporting young people.
- Continue to build our direct clinical offer to schools and colleges through our work in the Schools Outreach Team and Brent Wellbeing team.
- Establish TriSpace, the Anna Freud Centre's resilience support service via schools for pupils, teachers, parents and carers.
- Test out and share protocols for remote delivery of evidence-based interventions and therapies that support the quality of the parent-child relationship in the early years, and establish a national early years remote therapy service.
- Refine and continue scaling the Mind the Dad project across the UK, so that to the partners of women with complex and severe mental illness can access evidence-based mental health and parenting interventions.
- Further develop adaptations of the Reflective Parenting model to mother and baby groups and increase remote delivery of the model to reach marginalised and underserved groups.
- Expand use of POD, a software tool developed by the Anna Freud Centre to improve routine outcome monitoring in child mental health practice.
- Establish an online parent-facing clinical platform that is codesigned by parents with children under five, so that it shares the information they want, how they want it and when they want it.
- Capture the learning from Reflective Parenting groups and write a model development paper for publication.
- Work closely with CORC to develop an approach to pragmatic evaluation and consultation that allows us to support non-research mental health professionals to evaluate their own practice.
- Continue research on how to best support young people to actively manage their mental health and mental health care using digital.
- Establish and progress the parental engagement audit tool for schools and alternative provisions across the country.

- Continue to disseminate research findings about the impact of coronavirus of children and young people's mental health through regular 'Emerging Evidence' series and research updates.
- Begin leading the delivery of the largest full-scale randomised controlled trail of a parent-infant intervention (Circle of Security-Parenting) in perinatal mental health teams across England.
- Successfully set up the clinical side of the Reflective Fostering Programme RCT, and the adaptation of the programme to online delivery.
- Continue to improve our Wiki manuals to support professionals with the theory and practice of mentalization.
- Sustain a high-quality student learning experience for 2020-21 in the continued implementation of a hybrid teaching model across all postgraduate study programmes.
- Launch first set of blended learning resources in Jan 2021 for the Postgraduate Certificate in Child and Young Person's Psychological Wellbeing Practice and Postgraduate Diploma for Educational Mental Health Practitioners.
- Seek UCL approval to transition the one-year MSc in Psychoanalytic Developmental Psychology to a two-year programme including a placement in the Early Years Programme.
- Market, recruit and launch the newly approved MPhil/PhD in Developmental Neuroscience and Mental Health for September 2021.
- Establish a PGS Staff-Student Equality, Diversity and Inclusion Committee to develop and oversee implementation of a departmental EDI strategy, which will include members of staff, students and alumni.
- Formally develop a five-year strategy for blended learning to be adopted in PGS across all programmes, with a common framework and shared objectives for all courses to align to.

Financial review

Financial position of the charity

The financial statements for the Anna Freud National Centre for Children and Families for the year are shown from page 44 onwards.

The pandemic has had a significant impact on our operations in the year to 31 August 2020. Much of the Centre's activity was centred around face-to-face delivery of teaching, training and clinical support services. Due to the restrictions associated with COVID-19 much of this activity had to stop in March 2020. However, the demand for our services increased and we were acutely aware that we needed to continue and increase delivery. We worked tirelessly during April and May to recreate our delivery online. We successfully completed our post graduate training in the year to 31 August 2020 and have started the new academic year with a mix of online and face to face teaching. All teaching and training material has been revised for online delivery and the feedback has been positive. Online delivery has allowed us to increase our reach by engaging with more people across the UK.

Given the level of disruption delivering income of £16.2m (2019: £16.2m) at the same level as the previous year represents a strong outcome. The deficit of £0.3m (2019: surplus of £0.5m) reflects additional costs and disruption caused by the restrictions associated with COVID-19. The Centre also utilised the Government Job Retention Scheme in the year to 31 August 2020 and claimed £0.2m for employees unable to work due to COVID-19.

It is likely that 2021 will be another challenging year as the impact of COVID-19 continues. Building on the positive feedback for our online teaching and training we expect income levels for the year to 31 August 2021 to be similar to the current year.

The reintroduction of lockdown restrictions in January 2021 means that we face the challenge of managing with the financial uncertainty of the pandemic combined with an increased demand for our training and support. However, our sales of online courses remain strong, and we are continuing to deliver postgraduate teaching online.

Income

The source of our income continues to be from multiple sources, and this has served us well through the pandemic. Income from Government, NHS and academic institutions has grown with notable increases in our schools training income at £2.1m (2019: £1.3m) of 61% over the previous year and post graduate teaching with an increase in income of 9% to £3.1m (2019: £2.8m).

Expenditure

Charitable expenditure in the year to 31 August 2020 was £16.6m (2019: £15.8m) an increase of 5%. The main areas of increased expenditure were our training in schools and post graduate teaching in line with increased income. In addition, research expenditure of £3.0m (2019: £2.6m) increased by 15%.

Reserves

Total funds at 31 August 2020 were £31.6m (2019: £31.9m) of which £1.2m (2019: £1.4m) were free and unrestricted. The decrease in free reserves reflects the impact of continuing to provide our services through the pandemic.

Our policy remains investing available funds in the expansion of our charitable work and extending our reach and impact. We will retain sufficient levels of free reserves

(i.e., excluding fixed assets) to enable us to continue to deliver our core activities in the event of any significant disruption to income or economic downturn. The Trustees have reviewed our free reserves and consider the level of reserves to be reasonable.

Investment performance

Our investment policy is reviewed by the Board on an annual basis. In the year, the overall objective remained to achieve income and capital growth over and above inflation. The trustees reviewed the investment portfolio considering the coronavirus pandemic and concluded that it was appropriate to continue with our existing investments.

Funds under investment at 31 August 2020 were £1.9m (2019: £1.9m) with an investment gain in the year of £43,519 (2019: £45,549). Income derived from investments to 31 August 2020 was £58,967 (2019: £62,950).

The Trustees consider that holding £1.9m of investments provides an appropriate level of funds to support the reserves policy.

Going concern

The Board of Trustees have reviewed the financial position and believes that there are sufficient resources to manage any financial or operational risks. It is considered that our organisation has adequate resources to continue in operational existence for the foreseeable future. Therefore, the Board continues to adopt the going concern basis of accounting in preparing the accounts.

The reintroduction of lockdown restrictions in January 2021 will mean that the limited training and teaching that was delivered face to face will return to remote delivery. The preparation for the first lockdown in March 2020 means that we can deliver this activity remotely. It is likely that some of our Schools training will be delayed and it is likely to be deferred to the summer term of 2021. Notwithstanding these changes the Trustees continue to believe that we have sufficient resources to continue operations for the foreseeable future.

Fundraising

The Centre's fundraising team had a target to raise £2.7 million in grants and donations for the year, including £450,000 in unrestricted funding, and exceeded this target by 28.7%.

The fundraising successes of recent years and the incredible generosity and understanding of our existing funders meant that we were able to respond flexibly to the coronavirus pandemic, ensuring our teams could continue to deliver on their ambitions. Our priority has been working with funders, partners and contractors to ensure the Centre's charitable activities can continue to benefit infants, children, young people and families despite disruption and additional resourcing pressures. This has involved working with funders and Programme teams to ensure the Centre can continue to meet demands and deliver differently, balanced with matching new funding opportunities to our frontline delivery and research projects.

As a result, we were delighted to secure new grants from the National Lottery Community Fund, KPMG Foundation, The Royal Foundation and Garfield Weston Foundation to provide newly developed digital services for families with children under five, for schools as well as our new Mental Health Academy training platform for a range of professionals. Unrestricted funding was already a priority area for the Centre going into the financial year, as this funding enables us to respond flexibly and creatively to the challenge of child mental health. These donations are even more vital now and in the medium-term to help us provide our services through new means, undertake rigorous research to understand the evolving needs of young people, continue to connect those supporting children and young people with the most up to date evidence, and produce practical tools and resources to support the mental health of whole communities.

Fundraising approach

We undertake fundraising activity to our supporters via our website, through emails and direct contact at meetings and events, managed and monitored centrally at our head office. We are registered with the Fundraising Regulator in line with the Code of Fundraising Practice and operate a Fundraising and Donations Policy which all volunteers, employees and hired fundraisers must adhere to. We are committed to ensuring that we are completely open and transparent about our fundraising and spending. As members of the Fundraising Regulator's self-regulatory scheme we comply with its principles in all our fundraising:

- We will commit to high standards.
- We will be clear, honest and open.
- We will be respectful.
- We will be fair and reasonable.
- We will be accountable and responsible.

When we benefit from commercial companies raising funds on our behalf through the sale of products, we operate within a written commercial participator agreement to ensure that their activities are not harmful to the Centre, our beneficiaries or supporters. We monitor the activities carried out by those on behalf of the charity for the purpose of fundraising in donor gift agreements and a donor database, recording relevant communications, transactions and agreements.

To protect vulnerable people and other members of the public during fundraising we:

- Do not undertake any general solicitations by telephone or door-to-door.
- Ensure communications to the public in the course of carrying out fundraising activities are truthful and non-deceptive.
- Keep confidential any and all personal information collected for fundraising purposes. We do not share this data outside the Centre unless there is an overriding legal reason to do so.

We received no complaints about our fundraising activity in 2020 (2019: nil).

Thank you

Without the support of charitable trusts and foundations, companies, organisations and individuals, we would not be able to continue our vital work with children, young people and their families who need our help. Particularly in response to the coronavirus pandemic, we have been humbled by your continued generosity to help the Centre support those most in need. Thank you.

Principal risks and uncertainties

Approach to risk management

As a children's mental health charity, we face a range of different risks across all our activity. We make every effort to identify and put plans into place to mitigate and manage these risks.

The Board of Trustees carries out a top-level risk assessment each year and monitors progress quarterly. This process is supported by our Finance Audit and Risk Subcommittee and Quality Assurance Subcommittees. These groups aim to identify and assess major risks to the Centre and to ensure that steps are taken to mitigate these risks as far as possible. The Trustees continue to review the register of risks, which identifies the types of risk and assesses their likelihood of occurrence, potential impact and means of mitigation. Internal risk management processes are integrated into the annual business planning and reporting cycle. Departments and teams identify and manage local activity and project risks.

Summary of potential risks the Board has identified

Strategic

The immediate impacts of the pandemic have led us to take up technology more quickly and accelerate the 'Closing the Gap' strategy. Failure to operationalise and implement the agreed strategy will limit progress towards goals. To mitigate this risk, we are securing funding to deliver on the Closing the Gap plan to build delivery capacity and infrastructure for strategy development, implementation and monitoring. This includes additional management positions and structures to ensure strategic objectives are owned across the Centre's projects.

Our strategy requires a collaborative approach with a number of organisations and government bodies, who may not support our proposed approach. The pandemic has made collaboration more difficult as communication channels, opportunities and relationships are reduced or disrupted. We are maintaining and developing strong relationships with government, NHS, UCL and other mental health and children's charities to come together and deliver consistent messages.

There is continued risk and uncertainty around the long-term impact of the coronavirus pandemic, particularly on underserved children and families, as well as changes brought about by Brexit. The Centre's move to quickly adopt new technology provides a level of confidence that teaching, training and clinical support will continue online. The reintroduction of lockdown in January 2021 means that some of the Centre's training may be delayed but is expected to continue.

Fundraising

There is reduced funding available to all charities due to a combination of economic downturn in the UK, uncertainty around Brexit and the pandemic. These factors contribute to reduced ability of other charities to fundraise from the public, increasing competition for institutional and statutory funding, and will likely lead to a distribution of funds away from London through levelling up. This will limit the funding available to pursue our charitable purpose in the medium term. Uncertainty around Brexit makes it difficult to forecast the impact on EU students and income to Postgraduate Studies.

To ensure the Centre has the capacity and resources to deliver on its ambitions, we are working in close partnership with existing major donors, trusts and foundations, and maintaining high-quality performance on statutory contracts. We also continue to drive diversity amongst our funding portfolio to reduce our risk profile. With additional funding for Closing the Gap, and a continued emphasis on unrestricted grants and donations, we are also able to develop a wider market for our training and support packages to reach and engage a greater number of individuals, schools and communities.

Operational delivery

Our Kantor Centre of Excellence building is currently under used due to the pandemic and there is a risk that reduced occupancy, due to social distancing and other precautions impacts service delivery. While the majority of staff are working remotely, maintenance and security are still required, and reduced demand for office and conference space also reduces our ability to drive income from the building. The potential for changed working practices and less physical presence in London poses a risk in our ability to make the building a hub for child mental health.

The Centre's business continuity plans are regularly reviewed and updated to ensure we can maintain our operation through disruption, and reoccupation plans for key workers delivering clinical appointments and teaching are being maintained. In the medium term we will also identify changes to ways of working to make the most of the Kantor Centre of Excellence and increase collaboration and community relationships.

Child protection

Safeguarding the children and families is a priority. We have safeguarding procedures in place, with mandatory safeguarding levels 1 and 2 training for all staff and level 3 for those working directly with children. All clinicians undertake continuous training and development and have regular supervision. Our Safeguarding Oversight Group (SOG) oversees any safeguarding concerns, escalating issues to external agencies as appropriate. The Clinical Governance Leadership Group reviews clinical risk at a strategic level, setting policy and guidance for clinical staff.

Failure to maintain safeguarding standards and knowledge would result in the potential for harm to vulnerable children. The coronavirus pandemic has increased risk and instance of harm in the general population and online service delivery reduces opportunity and ability to identify potential/actual harm. The frequency of SOG meetings has increased during remote working.

IT systems and information governance

Associated risks for our IT systems are routinely managed by an external company. Identified risks, including cyber-attacks and unauthorised access to or loss of personal data, are monitored and regularly reviewed. The risks are further mitigated with staff guidance and training. We have robust IT and information governance (IG) policies in place to ensure data is collected, managed and stored appropriately, safely and in line with prevailing legislation. This is overseen by the Information Governance Leadership Group. The move to remote working during pandemic and delivery of services increases possibility of attack or error causing data or security breach.

All new staff complete introductory IG training and tailored training and guidance are provided to teams. An IG Manager and a Caldicott Guardian are in place to support staff and advise on data risks. We have reviewed our processes and staff guidance to ensure we comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. We are NHS IG Toolkit (version 14) and Data Security and Protection Toolkit (DSP Toolkit) compliant and use the ICO Accountability Framework to evidence compliance. Preparations are being made for implementation of UK GDPR post-Brexit.

Equality, diversity and inclusion

The worldwide BLM movement led to a review of how we operate and interact with each other and our students, families, funders and supporters to ensure we are an inclusive, welcoming organisation that reflects its community. Failure to act could result in poorer quality services and activities, reduced funding, higher staff turnover, lower morale and a decline in community engagement which would hinder our ability to achieve our objectives. A training programme has been completed for all staff and trustees and an equality, our diversity and inclusion strategy is being further developed with support from an external consultant. Anti-racism and EDI working groups are being set up internally and the two anti-racism group co-Chairs are joining the Senior Management Team. We are also continuing to engage with other organisations, such as Body and Soul, to see how we can better reflect the wider community and ensure our services are accessible and inclusive.

Participation

Failure to live our values and ensure participation opportunities to children, young people and families could result in services that do not reflect our communities. A participation strategy and team are in place and development of new services includes the participation team and Young and Parent Champions. Within the year we have also widened our pool of Champions from across the UK.

Working culture

The move to the Kantor Centre of Excellence building required a change in working culture and the move to remote working during the pandemic within the first year at Rodney Street has further impacted ways of working. There is a risk to staff morale, an interruption of relationships with service users and potential for increased dissatisfaction amongst our people, families and students.

An extensive communication and engagement plan to keep collaboration and dialogue open during remote working and service delivery is being implemented. This includes development of work and social Microsoft Teams sites. We have increased the frequency of all staff meetings for feedback and engagement and continue regular staff surveys to understand the impact of remote working and measures to support staff wellbeing.

Structure, governance and management

The Anna Freud Centre, operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106. It is set up under its Memorandum and Articles of Association as a company limited by guarantee, registration number 03819888.

The **Board of Trustees** comprises the charity's trustees and the legal directors of the company. Trustees serve a four-year term, after which they are eligible for reappointment. New Trustees are selected through open recruitment. Emphasis is placed on ensuring representation from key stakeholders and any identified skills gap within the Board at the time of recruiting. The Board of Trustees met six times in the last year.

The Board sets and reviews strategy and monitors operational matters supported by various subcommittees, three of which report directly to the Board. The performance of individual Trustees and of the Board as a whole is assessed every year.

On appointment, Trustees are provided with copies of relevant documents, including the Charity Commission guidance note CC3 - "The Essential Trustee: What you need to know". In addition, Trustees are encouraged to keep abreast of their duties and responsibilities by reading Charity Commission and other updates and attending appropriate training courses. New Trustees undergo an induction programme that comprises meetings with Senior Management to understand the objectives and operational delivery of the Centre and training in safeguarding, information governance and the role and responsibilities of Trustees.

The **Finance, Audit and Risk Subcommittee**'s membership includes the Chair and Treasurer. Before submission to the full Board, the Finance Committee reviews the annual accounts, issues relating to internal or external audits, investment and reserves policies, and the remuneration of senior staff. Matters not reserved for decision by the Board of Trustees are delegated to the Centre's Executive, consisting of its Chief Executive, Chief Operating Officer and Finance Director.

The **Quality Subcommittee** has oversight of the Clinical Governance Leadership Board, the Safeguarding Oversight Group, any clinical risks, Operations, Health and Safety and research activity. This subcommittee meets termly and is chaired by a Trustee. Its remit is to ensure the Board is properly informed about the quality of clinical services provided by the Centre, provide assurance to the Board that the standards of clinical services fully comply with all professional and regulatory standards, provide oversight of the clinical quality assurance systems for the Centre and ensure that the Centre has effective mechanisms for managing clinical risk, learning from incidents and taking action to reduce risks and improve quality.

The **Nominations Subcommittee** has responsibility for the fair and transparent nominations process for Trustee appointments and meets annually or as required. It is also responsible for reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board and making any recommendations for change, as well as keeping under review the leadership needs of the organisation, with a view to ensuring the continued ability of the organisation to achieve its aims.

Key management personnel
Trustees
The Hon Michael Samuel MBE (Chair)

Ms Catherine Bedford (appointed 12.11.19)
Ms Sally Cairns
Professor John Cape (resigned 20.05.20)
Ms Melanie Chatfield
Ms Pamela Hutchinson (appointed 08.12.20)
Dr Moshe Kantor
Ms Nicola Loftus
Professor Linda Mayes MD
Mr Peter Oppenheimer
Mr Daniel Peltz OBE (Treasurer)
Professor Stephen Pilling (appointed 01.07.20)
Mr Dominic Shorthouse (Deputy Chair)
Ms Sarah Wood OBE (appointed 08.02.21)

Executive
Professor Peter Fonagy, CEO
Ms Ros Bidmead, Chief Operating Officer
Mr David Fowler, Finance Director
Mr Jonathan Robinson, Strategic Consultant
Dr Peter Fuggle, Director of Clinical Service Improvement
Professor Jessica Deighton, Director of Innovation, Evaluation and Dissemination
Ms Jaime Smith, Director of Mental Health and Wellbeing in Schools
Professor Eamon McCrory, Director of Postgraduate Studies
Dr Dickon Bevington, Medical Director

For key management remuneration, please see page 59.

Trustees and auditors

Trustees' responsibilities

The Trustees (who are also directors of The Anna Freud Centre for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they should have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

The Trustees' report, incorporating the Strategic Report, was approved by the Trustees on 8th February 2021 and signed on their behalf by:

Michael Samuel

The Hon Michael Samuel MBE

Chair of Trustees

8th February 2021

Independent auditor's report to the members of The Anna Freud Centre

Opinion

We have audited the financial statements of The Anna Freud Centre for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 40, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Chair's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the

financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor) 10 Queen Street Place

For and on behalf of Haysmacintyre LLP, Statutory Auditors London EC4R 1AG

7th April 2021

The Anna Freud Centre

Charity number 1077106, company number 03819888

Financial statements

Statement of financial activities, incorporating an income and expenditure account

Year ended 31 August 2020

Registered charity number 1077106, registered company number 03819888.

	Notes	Unrestricted funds 2020	Restricted funds 2020	Total funds 2020	Total funds 2019
Income from:		**£**	**£**	**£**	**£**
Grants, donations and legacies	2	699,539	3,059,334	3,758,874	4,194,576
Investments	3	58,967	-	58,967	62,950
Charitable activities					
Clinical and preventative services		1,559,370	106,605	1,665,975	2,599,917
Postgraduate training		3,044,533	-	3,044,533	2,803,709
Research		1,831,530	1,134,024	2,965,554	2,887,974
Conference and study events		2,165,121	70,623	2,235,744	2,346,574
Campus		-	-	0	1,800
Mental health in schools		2,074,892	-	2,074,892	1,250,657
		10,675,446	1,311,251	11,986,697	11,890,631
Other		410,760	-	410,760	37,914
Total income		11,844,712	4,370,586	16,215,298	16,186,071
Expenditure on:					
Raising funds					
Fundraising and publicity	4	340,666	-	340,666	237,525
Investment and management fees		720	-	720	502
Legal fees		0	-	0	-
		341,386	-	341,386	238,027
Charitable activities					
Clinical Service Improvement		3,522,941	726,903	4,249,844	4,193,687
Innovation, Evaluation and Dissemination		1,922,358	763,643	2,686,001	2,689,038
Postgraduate Studies		3,455,911	19,386	3,475,297	2,767,666
Research and Policy Development		1,865,044	1,092,358	2,957,402	2,586,988
The Family School		138,189	219,727	357,916	322,766
Mental Health and Wellbeing in Schools		1,685,364	459,591	2,144,955	1,639,476
User Participation, Library and Dissemination		306,639	65,000	371,639	295,295
Campus Real Estate Development		2,486	-	2,486	1,027,066
		12,898,932	3,346,609	16,245,541	15,521,981

Total expenditure	4	13,240,317	3,346,609	16,586,927	15,760,008
Net income/(expenditure) before investment gains		(1,395,605)	1,023,977	(371,629)	426,063
Net investment gains		84,038	-	84,038	45,549
Net income / (expenditure)		(1,311,567)	1,023,977	(287,591)	471,612
Transfer between funds	12	-	-	-	-
Net movement in funds		(1,311,567)	1,023,977	(287,591)	471,612
Funds balance brought forward at 1 September	12	31,419,253	486,352	31,905,605	31,433,992
Funds balance carried forward at 31 August	12	30,107,686	1,510,328	31,618,014	31,905,604

There were no recognised gains or losses other than as disclosed in the statement of financial activities. All income and expenditure relates to continuing activities.

The accompanying notes form an integral part of these financial statements.

Full comparatives are shown in note 17.

Balance sheet

Year ended 31 August 2020

Registered charity number 1077106, registered company number 03819888.

	Notes	2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	6		36,642,089		37,274,141
Investments	7		1,923,540		1,880,021
			38,565,629		39,154,161
Current assets					
Debtors	8	1,403,603		5,304,133	
Cash at bank and in hand		4,937,369		26,452	
		6,340,972		5,330,585	
Creditors: amounts falling due within one year	9	(6,852,461)		(10,931,942)	
Net current assets			(511,489)		(5,601,357)
Creditors: amounts falling due after more than one year	10		(6,436,126)		(1,647,200)
Total assets less total liabilities			31,618,014		31,905,604
Funds	12				
General funds			1,252,342		1,809,062
Designated funds			28,855,343		29,610,190
Restricted funds			1,510,328		486,352
Total funds			**31,618,013**		31,905,604

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 8th February 2021 and were signed below on its behalf by:

Michael Samuel

The Hon Michael Samuel MBE
Chair of the Board of Trustees

Daniel Peltz

Daniel Peltz OBE
Treasurer

Statement of cash flow

Year ended 31 August 2020

	2020	2019
Reconciliation of movement in funds to net cash flow	**£**	**£**
Net movement in funds	(287,591)	471,612
Depreciation charges	702,917	250,735
Income from investments	(58,967)	(62,950)
Unrealised investment (gains)	(84,038)	(45,536)
(Increase)/decrease in debtors	3,900,530	55,892
Increase/(decrease) in creditors	709,445	2,685,439
Net cash flow provided by operating activities	4,882,296	3,355,192
Cash flows from investing activities		
Investment income	58,967	62,950
Purchase of tangible fixed assets	(70,866)	(8,285,884)
Disposal of tangible fixed assets	33,011	183,424
Depreciation charges on disposal of tangible fixed assets	(33,011)	(393,835)
Purchase of investments	(58,967)	(54,279)
Disposal of investments	99,486	-
Disposal of assets held for sale	-	-
Increase/(decrease) in cash	28,620	(8,487,624)
Cash flows from financing activities		
Bank loan repayment	-	(106,571)
	-	(106,571)
Increase in cash and cash equivalents in the period	4,910,917	(5,239,002)
Cash and cash equivalents at the beginning of the period	26,452	5,265,455
Cash and cash equivalents at the end of the period	4,937,369	26,452

Analysis of changes of net debt

	At 1 September 2019	Cash flows	Other non-cash changes	At 31 August 2020
	£	£	£	£
Cash and cash equivalents				
Cash	26,452	4,910,917	-	4,937,369
Overdrafts	-	-	-	-
Cash equivalents	-	-	-	-
	26,452	-	4,910,917	4,937,369
Borrowings				
Debt due within one year	(4,893,084)	-	4,893,084	-
Debt due after one year	-	-	(4,893,084)	(4,893,084)
	(4,893,084)	-	-	(4,893,084)
Total	(4,866,632)	4,910,917	0	44,285

Notes to the financial statements

Year ended 31 August 2020

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with 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 (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The Anna Freud Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

Charity information

The Anna Freud Centre (known as Anna Freud National Centre for Children and Families) is a company limited by guarantee (registered number 03819888), and a public benefit entity and registered charity in England and Wales (charity number 1077106). The address of the registered office is 4-8 Rodney Street, London, N1 9JH.

b) Depreciation

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold properties	1.33% per annum
Furnishings and equipment	25% per annum

c) Investments

Investments are included in the balance sheet at market value. It is the charity's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising relating to previous years. As a result, the statement of financial activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio throughout the year.

d) Income

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably. With grants and donations once an award or pledge has been made in writing and if there are no restrictions or

constraints on receiving the donation then this will be recognised in full once entitlement is established. All other incomes are recognised based on the matching principle, and so are related to the activity, otherwise they remain repayable and so deferred.

Grant income includes the Government's Coronavirus Job Retention Grant (CJRG) and is recognised under the accruals basis in line with staff costs. In the year to 31 August 2020 the amount claimed is £0.2m (2019: nil).

e) Translation of foreign currencies

Bank balances in foreign currencies are translated into sterling at the rate of exchange ruling at the year end and any exchange differences together with exchange differences arising from the conversion of grants received in foreign currencies into sterling during the year are included in the statement of financial activities.

f) VAT

Where appropriate, expenditure includes irrecoverable value added tax.

g) Expenditure

Direct costs have been charged to the relevant project it has arisen for. Overheads are apportioned across the organisation based on a percentage of direct costs. Governance costs include costs incurred in meeting constitutional and statutory requirements.

h) Employee benefits

Pension costs

The organisation offers employees a 6% contribution towards their pension based on their gross salary. Employees who do not opt out of the scheme are members of a group personal pension contributory system with Royal London, administered by The Anna Freud Centre.

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

i) Fund accounting

General funds consist of amounts available to the trustees to be applied at their discretion within the objects of the charity. Designated funds comprise unrestricted funds which have been set aside at the discretion of the trustees for specific purposes.

Restricted funds consist of amounts subject to special trusts within the objects of the charity either imposed by the donor or by the terms of the appeal.

All income and expenditure is shown in the statement of financial activities.

j) Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Critical judgements and estimates

In the application of the accounting policies, the Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

It has been decided to depreciate the Kings Cross Property over 75 years to reflect its useful economic life.

2. Grants and donations

	2020	2019
	£	£
Unrestricted funds		
Unrestricted general	465,127	354,329
HMRC Job Retention Scheme furlough payments	234,412	-
Unrestricted total	699,539	354,329
Restricted funds		
Campus Project (formerly Development Fund)		
Pears Foundation	-	500,000

Fondation VRM	-	291,221
The Foyle Foundation	-	250,000
The Segelman Trust	-	200,000
Hands Trust	-	100,000
GreenOak Real Estate	-	75,000
The Michael J Samuel Charitable Trust	-	50,000
Mr S Morgan	-	50,000
John Carrafiell Family Fund	-	45,000
Mr P Oppenheimer	-	30,000
The Peter Samuel Charitable Trust	25,000	25,000
Mr L Polisano	-	20,000
The Clore Duffield Foundation	25,000	25,000
Sundry donors	-	83,621
Campus total	50,000	1,744,842
Clinical Service Improvement		
Child Psychotherapy Services		
The Anna Freud Foundation	7,758	5,673
The Chesser Trust	8,000	8,000
Anonymous donor	31,981	-
Sundry donors	4,275	4,350
Early Years Parenting Unit		
Mr V Meyer & Mrs E Meyer	-	25,000
Early Years Central		
Mr V Meyer & Mrs E Meyer	87,500	125,000
The Sylvia Adams Charitable Trust	-	49,939
Empowering Parents, Empowering Communities		
Berry Street Foundation	-	6,106
Family Ties		
Department for Work and Pensions	92,938	31,874
Reflective Fostering Collaboration		
KPMG Foundation	50,000	70,483
Segelman Trust	50,283	70,200
Anonymous donor	8,019	-
PIP		
The Chesser Trust	8,000	8,000
Sundry donors	6,775	6,880
States of Mind		
Berkeley Foundation	-	17,089
Mind the Dad		
Berry Street Foundation	21,869	-
Integrated Early Years Pathway		

Department of Health and Social Care	163,668	-
London Borough of Camden	17,280	-
London Borough of Wandsworth	31,115	-
Responding to COVID-19: Early Years Digital Therapy Service		
National Lottery Community Fund	106,461	-
KPMG Foundation	79,501	-
Schools Remote Service		
Berkeley Foundation	20,000	-
Hands Trust	25,005	-
Garfield Weston Foundation	60,000	-
Sundry donors	1,000	-
Other	3,090	3,949
Innovation, Evaluation and Dissemination		
Child Policy Research Unit		
UCL - Institute of Child Health	-	54,431
More than Mentors		
Community Links	8,390	16,500
Power Up 2		
Anonymous donor	-	45,000
Smart Toys		
Committee for Children	-	11,692
Marie Skłodowska-Curie Innovative Training Network		
TEAM	63,833	-
Youth Wellbeing Collaboration (Strategic Grant)		
Department of Health and Social Care	-	125,952
Schools Evaluation		
The Mercers' Company	150,000	-
iRisk - seed corn		
Nuffield Foundation	5,000	-
#RESET Mental Health		
Nominet	44,276	-
On My Mind		
Pixel Fund	10,000	-
Other	5,000	10,296
Postgraduate Studies		
The Chesser Trust	9,000	9,000
The Science of Early Adversity and Resilience		
UCL	32,214	-

CEO Research Projects		
Alternative Provision Innovation		
Department for Education	214,694	177,319
KPMG Foundation	27,247	65,506
Porticus UK	92,753	-
Esmee Fairbairn Foundation	80,000	-
DNU Lab		
UCL	-	9,000
The UK Trauma Council		
St James's Place Charitable Foundation	56,485	150,140
National Lottery Community Fund	474,004	-
Systematic Therapy for At Risk Teens - Multi-Systemic Therapy		
UCL	-	64,761
UCL Collaborative Projects		
Anonymous donor	42,500	35,000
Psychoanalytic Electronic Publishing	48,749	53,888
Virginia Tech Carilion	-	45,309
Policy Development		
The Royal Foundation	-	50,000
Postnatal depression and oxytocin study		
The Michael J Samuel Charitable Trust	15,000	-
International Psychoanalytical Association	7,467	-
American Psychoanalytic Association	14,675	-
Galvani Charitable Foundation	250	-
Mental Health Academy		
The Royal Foundation	71,762	
Other	5,000	54,129
The Family School		
The Peter Cundill Foundation	-	174,994
Anonymous donor	100,000	94,000
Other	441	1,000
Mental Health and Wellbeing in Schools		
Schools in Mind Campaigns		
Jo Malone London	101,673	46,874
Garfield Weston Foundation	40,000	-
Rosemarie Nathanson Charitable Trust	10,000	-
Animation		
Jo Malone London	-	-
Schools and Mental Health Project		

Jo Malone London	-	40,663
Mentally Healthy Schools		
The Royal Foundation	271,814	314,878
Jo Malone London	30,600	-
Schools Outreach Service		
Mrs E Meyer	52,500	-
St Giles-in-the-Fields and William Shelton Educational Charity	36,019	-
Edward Harvist Trust	2,271	-
Other	1,200	12,530
Restricted Total	3,059,335	3,840,247
Grand Total	3,758,874	4,194,576

3. Investment income

	2020	2019
	£	£
Income from listed investments	58,967	62,950

4. Total expenditure

Total expenditure year ended 31 August 2020

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2020
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	307,075	18,000	-	15,591	-	340,666
Investment management fees	-	-	-	720	-	720
Legal fees	-	-	-	-	-	-
	307,075	18,000	-	16,311	-	341,386
Charitable expenditure						
Clinical Service Improvement	2,738,200	143,809	-	270,394	1,097,442	4,249,844
Innovation, Evaluation and Dissemination	1,171,410	712,478	-	290,651	511,463	2,686,001
Postgraduate Studies	2,250,247	47,968	45,305	107,417	1,024,360	3,475,297
Research and Policy Development	1,184,439	265,251	187,721	532,502	787,489	2,957,402
The Family School	207,365	3,610	100,000	7,388	39,552	357,916
Mental Health and Wellbeing in Schools	1,395,074	19,244	-	156,880	573,757	2,144,955
User Participation, Library and Dissemination	290,468	2,900	35,386	42,885	-	371,639
Campus Real Estate Development	-	-	-	2,486	-	2,486
	9,237,203	1,195,259	368,412	1,410,603	4,034,063	16,245,541
Total expenditure	9,544,278	1,213,259	368,412	1,426,914	4,034,063	16,586,927

Total expenditure year ended 31 August 2019

	Salaries	Consultants	PG grants	Other expense	Support costs	Total 2019
	£	£	£	£	£	£
Cost of raising funds						
Fundraising and publicity	225,406	970	-	11,149	-	237,525
Investment management fees	-	-	-	502	-	502
Legal fees	-	-	-	-	-	-
	225,406	970	-	11,651	-	238,027
Charitable expenditure						
Clinical Service Improvement	2,516,121	242,893	-	526,447	908,226	4,193,687
Innovation, Evaluation and Dissemination	1,314,668	694,688	-	281,999	397,683	2,689,038
Postgraduate Studies	1,830,227	102,904	45,305	161,129	628,100	2,767,666
Research and Policy Development	1,051,130	347,615	243,000	372,793	572,449	2,586,988
The Family School	183,096	-	100,000	14,080	25,590	322,766
Mental Health and Wellbeing in Schools	769,154	346,946	-	239,530	283,846	1,639,476
User Participation, Library and Dissemination	224,483	3,995	35,386	31,430	-	295,295
Campus Real Estate Development	-	1,920	-	1,025,146	-	1,027,066
	7,888,879	1,740,962	423,691	2,652,554	2,815,894	15,521,981
Total expenditure	8,114,285	1,741,932	423,691	2,664,205	2,815,894	15,760,007

	2020	2019
Support costs	**£**	**£**
Staff costs via payroll	1,264,685	978,271
Staff costs via agency/consultants	252,170	243,094
Staff related costs	83,416	34,612
Office expenses	853,578	720,211
IT costs	673,499	487,512
Governance	35,483	33,444
Finance charges	170,079	41,327
Depreciation	701,152	277,423
	4,034,063	2,815,894

Support costs are allocated to activities in the ratio of each activity's direct expenditure as this is considered to be a reasonable reflection of usage. Governance costs include audit fees of £22,180 (2019: £21,160). Additional fees of £nil were paid to the auditors in the year (2019: £1,390).

5. Staff costs and numbers

	2020	2019
a) Staff costs	**£**	**£**
Wages and salaries	9,515,358	8,017,213
Social security costs	843,079	713,855
Pension costs	450,526	361,489
	10,808,963	9,092,557

Staff costs include seconded staff costs amounting to £542,701 (2019 restated to include seconded staff costs £639,406). Staff costs also includes staff redundancy payments amounting to £29,775 (2019: £nil)

	2020	2019
Emoluments over £60,000	**No.**	**No.**
£60,001 - £70,000	11	6
£70,001 - £80,000	4	4
£80,001 - £90,000	4	3
£90,001 - £100,000	3	2

Pension contributions of £84,162 were made to those receiving emoluments over £60,000 (2019: £55,544)

The total renumeration paid to key management personnel in the period was £742,515 (2019: £795,257).

	2020	2019
The average number of employees analysed by function was:	No.	No.
Clinical and preventative services	90	60
Postgraduate training	104	62
Research	85	86
Conference and study events	10	0
Mental health in schools	54	27
Library	2	1
	345	236

b) Trustees

No trustee received remuneration for their services during the year (2019: £nil). Reimbursed expenses were £nil (2019: £nil)

6. Tangible fixed assets

	Freehold land	Freehold properties	Furnishings and equipment	Total
	£	£	£	£
Cost				
At 1 September 2019	8,110,690	28,112,281	1,280,875	37,503,846
Additions	-	-	70,866	70,866
Disposals	-	-	(33,011)	(33,011)
Transfers	-	-	-	-
At 31 August 2020	8,110,690	28,112,281	1,318,730	37,541,701
Depreciation				
At 1 September 2019	-	93,708	135,997	229,705
Charge for the year	-	374,830	328,087	702,917
Disposals	-	-	(33,011)	(33,011)
At 31 August 2020	-	468,538	431,073	899,611
Net book value				
At 31 August 2020	8,110,690	27,643,743	887,657	36,642,089
At 31 August 2019	8,110,690	28,018,573	1,144,878	37,274,141

The Anna Freud Centre has entered into a contract with Willmott Dixon to construct the Centre of Excellence at Kings Cross. The total value of the contract is £18.4m including VAT. At 31 August 2020 costs incurred were £18.0m.

7. Investments

	2020	2019
	£	£
Market value at 1 September	1,880,021	1,780,206
Additions	58,967	54,781
Disposal proceeds	(99,486)	(502)
Net investment gains	84,038	45,536
Market value at 31 August	1,923,540	1,880,021
Historical cost at 31 August	1,597,178	1,612,149
Listed investments (market value)		
UK fixed interest	282,689	235,399
UK equity shares	324,265	334,645
Overseas equities	991,619	866,145
Property	52,850	158,812
Alternative assets	193,182	96,889
Market value of listed investments	1,844,605	1,691,890
Cash	78,935	188,131
Total	1,923,540	1,880,021

The investment managers, Sarasin, invest in a wide range of investments and the Trustees regularly review performance. The investment managers are remunerated by a percentage of the value of the fund and the charge for 2020 was £720 (2019: £502).

8. Debtors

	2020	2019
	£	£
Trade debtors	745,247	2,075,044
Prepayments and accrued income	540,562	2,443,456
Other debtors	117,794	785,633
	1,403,603	5,304,133

	2020	2019
Debtors: amounts falling due within one year	**£**	**£**
Trade debtors	745,247	2,075,044
Prepayments and accrued income	440,304	2,415,998
Other debtors	117,794	785,632
	1,303,345	5,276,675

	2020	2019
Debtors: amounts falling due after one year	**£**	**£**
Trade debtors	-	-
Prepayments and accrued income	100,258	27,458
Other debtors	-	-
	100,258	27,458

9. Creditors: amounts falling due within one year

	2020	2019
	£	**£**
Trade and other creditors	728,234	985,444
Taxation and social security costs	225,975	212,759
Accruals and deferred income	5,898,252	4,840,655
Bank loans	-	4,893,084
	6,852,461	10,931,942

Analysis of accruals and deferred income	**2020**	**2019**
	£	**£**
Deferred income at the start of the period	4,840,655	3,190,420
Amounts released to income in the year	(4,448,580)	(1,354,208)
Amounts deferred in the year	5,506,177	3,004,443
Deferred income at the end of the period	5,898,252	4,840,655

Deferred income relates to service level agreements and short course and training income that relates to future periods. A loan of £4.9m was agreed on the 27 September 2019 for a period of five years on a fixed rate basis of 2.87%. This is a fixed rate loan secured against the freehold land at Rodney Street N1 9JH.

10. Creditors: amounts falling due in more than one year

	2020	2019
	£	£
Bank loans	4,893,084	-
DfE Family School capital contribution	1,543,042	1,611,118
	6,436,126	1,611,118

The analysis of bank loans is as follows:		
Due in 1-2 years	-	-
Due in 3-5 years	4,893,084	-
Due beyond 5 years	-	-
	4,893,084	-

A loan of £4.9m was agreed on the 27 September 2019 for a period of five years on a fixed rate basis of 2.87%

The analysis of the DfE contribution is as follows:		
Income	-	-
Recognised in 1-2 years	68,075	68,075
Recognised in 3-5 years	204,226	204,226
Recognised beyond 5 years	1,270,741	1,338,816
	1,543,042	1,611,118

The DfE have contributed £1,701,885 to the construction of the Family School, which was received in full this year and is recognised over the course of the 25-year lease which commenced in May 2019.

11. Operating lease commitments

	2020	2019
	£	£
Operating leases	53,827	67,970
	53,827	67,970

	2020	2019
	£	£
Due in less than 1 year	14,143	14,143
Due in 1-2 years	14,143	14,143
Due in 3-5 years	25,541	39,684
Due beyond 5 years	-	-
	53,827	67,970

12. Statement of funds

	1 September 2019	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2020
	£	£	£	£	£	£
General funds	1,809,063	11,842,374	(12,483,132)	84,038	-	1,252,342
Designated funds						
Fixed asset fund	29,083,052	-	(701,152)	-	-	28,381,900
EBPU	527,139	2,338	(56,033)	-	-	473,444
Total designated funds	29,610,190	2,338	(757,185)	-	-	28,855,343
Restricted funds						
Campus project	-	-	-	-	-	-
Clinical projects	188,085	885,116	(726,903)	-	-	346,298
Innovation, Evaluation and Dissemination	-	855,545	(763,643)	-	-	91,901
Postgraduate studies	-	41,214	(19,386)	-	-	21,828
Research projects	168,762	1,877,193	(1,092,358)	-	-	953,596
The Family School	128,881	100,441	(219,727)	-	-	9,594
Mental Health and Wellbeing in Schools	624	546,077	(459,591)	-	-	87,111
Central Support Services	0	65,000	(65,000)	-	-	-
Total restricted funds	486,352	4,370,586	(3,346,609)	-	-	1,510,328
Total funds	31,905,605	16,215,298	(16,586,927)	84,038	-	31,618,014

Details of designated funds

Fixed asset fund

Fixed asset fund matches reserves with fixed assets held and used directly for charity purposes.

EBPU (Evidence Based Practice Unit)

Service Development and Evaluation has been growing for the last few years and to enable further growth funds are being designated by self-generated surpluses.

Details of restricted funds

Restricted funds result when income is received from funders for a specific purpose in advance of the costs being incurred. These are held to fund the discharge of that purpose and generally this occurs within a year. These are the names of some of funds held for these purposes:

Clinical projects

Include Reflective Fostering and Looked After Children, Mental Health Assessment Pilots in the Trauma and Maltreatment Service, as well as States of Mind project in Service Improvement. There are also several projects in the Early Years service including VCSE Health and Wellbeing, Perinatal Fathers, and Family Ties.

Research projects

Include funding for the UK Trauma Council, MOAM (Mentalising for Offending Adult Males), Alternative Provision Schools rollout, Tri Space, Mental Health Academy, Serenity Integrated Mentoring and REST feasibility study.

Innovation, Evaluation and Dissemination

Include Nested School based evaluations, School Transition, and RESET Mental health.

The Family School

Supporting the leadership and running of the Family School.

Mental Health and Wellbeing in Schools

Schools in Mind, and Mentally Healthy Schools.

Statement of funds (2019 comparative)

	1 September 2018	Income	Expenditure	Investment gains and revaluations	Transfers	31 August 2019
	£	£	£	£	£	£
General funds	851,655	9,363,205	(8,366,471)	45,549	(84,876)	1,809,062
Designated funds						
Fixed asset fund	15,946,354	-	(277,752)	-	13,414,450	29,083,052
EBPU	538,056	2,000	(97,793)	-	84,876	527,139
Total designated funds	16,484,410	2,000	(375,545)	-	13,499,326	29,610,190
Restricted funds						
Campus project	12,694,874	1,746,642	(1,027,066)	-	(13,414,450)	-
Clinical projects	-	877,953	(689,868)	-	-	188,085

Innovation, Evaluation and Dissemination	152,505	2,142,927	(2,295,432)	-	-	-
Postgraduate studies	203,883	9,000	(212,883)	-	-	-
Research projects	650,209	1,194,092	(1,675,539)	-	-	168,762
The Family School	180,331	270,600	(322,050)	-	-	128,881
Mental Health and Wellbeing in Schools	216,126	570,187	(785,688)	-	-	624
Central Support Services	-	9,465	(9,465)	-	-	-
Total restricted funds	14,097,928	6,820,866	(7,017,992)	-	(13,414,450)	486,352
Total funds	31,433,993	16,186,071	(15,760,008)	45,549	-	31,905,604

13. Related parties and related party transactions

Trustees and related parties made donations totalling £80,000 in the year to the Anna Freud Centre (2019: £1,818,070).

14. Pension commitments

The organisation makes contributions to personal pension schemes on behalf of some of its employees. Contributions in the year totalled £450,526 (2019: £361,489). Amounts owing to the scheme at 31 August 2020 were £nil (2019: £96,566).

15. Analysis of net assets between funds

Fund balances at 31 August 2019 are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	8,260,190	28,381,900	-	36,642,089
Investments	1,923,540	-	-	1,923,540
Long term creditors	(6,436,126)	-	-	(6,436,126)
Net current assets	(2,495,261)	473,444	1,510,328	(511,489)
	1,252,342	28,855,343	1,510,328	31,618,014

Fund balances at 31 August 2019 comparative are represented by:

	General funds	Designated funds	Restricted funds	Total funds
	£	£	£	£

Tangible fixed assets	8,191,089	29,083,052	-	37,274,141
Investments	1,880,021	-	-	1,880,021
Long term creditors	(1,647,200)	-	-	(1,647,200)
Net current assets	(6,614,847)	527,139	486,352	(5,601,357)
	1,809,062	29,610,190	486,352	31,905,604

16. Post balance sheet events

The impact of COVID 19 has continued to affect the Centre's operations into 2021. The Centre now delivers teaching, training and some mental health interventions online. Therefore, the impact of the lockdowns in November 2020 and January 2021 is less than the first lockdown in March 2020. Projections for the year to 31 August 2021 are still in line with budget and are forecast to deliver income of £16m and a deficit of around £0.3m.

The Centre continues to utilise the CJRG and in the year to 31 August 2021 this is forecast to be £0.1m (2020: £0.2m).

17. Comparative financial statement of financial activities (2019)

	Notes	Unrestricted funds 2019	Restricted funds 2019	Total funds 2019
Income from:		**£**	**£**	**£**
Donations and legacies	2	354,329	3,840,247	4,194,576
Investments	3	62,950	-	62,950
Charitable activities				
Clinical and preventative services		2,204,507	395,410	2,599,917
Postgraduate training		2,803,709	-	2,803,709
Research		542,092	2,345,882	2,887,974
Conference and study events		2,264,328	82,246	2,346,574
Campus		-	1,800	1,800
Mental Health in Schools		1,095,376	155,281	1,250,657
		8,910,012	2,980,619	11,890,631
Other		37,914	-	37,914
Total income		9,365,205	6,820,866	16,186,071
Expenditure on:				
Raising funds				
Fundraising and publicity	4	237,525	-	237,525
Investment and management fees		502	-	502
Legal fees		-	-	-
		238,027	-	238,027
Charitable activities				
Clinical and preventative services		3,503,819	689,868	4,193,687
Innovation, Evaluation & Dissemination		393,606	2,295,432	2,689,038
Postgraduate training		2,554,783	212,883	2,767,666
Research & Policy Development		911,448	1,675,539	2,586,988

The Family School		716	322,050	322,766
Mental Health & Wellbeing in Schools		853,788	785,688	1,639,476
User Participation, Library & Dissemination		285,830	9,465	295,295
Campus Real Estate Development		-	1,027,066	1,027,066
		8,503,989	7,017,992	15,521,981
Total expenditure	4	**8,742,015**	**7,017,992**	**15,760,008**
Net income/(expenditure) before investment gains		623,189	(197,126)	426,063
Net investment gains		45,549	-	45,549
Net income / (expenditure)		668,738	(197,126)	471,612
Transfer between funds	12	13,414,450	(13,414,450)	-
Net movement in funds before gain on revaluation of assets		14,083,188	(13,611,576)	471,612
Revaluation of assets held for sale		-	-	-
Net movement in funds		14,083,188	(13,611,576)	471,612
Funds balance brought forward at 1 September	12	17,336,065	14,097,928	31,433,993
Funds balance carried forward at 31 August	12	**31,419,253**	**486,352**	**31,905,605**