

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

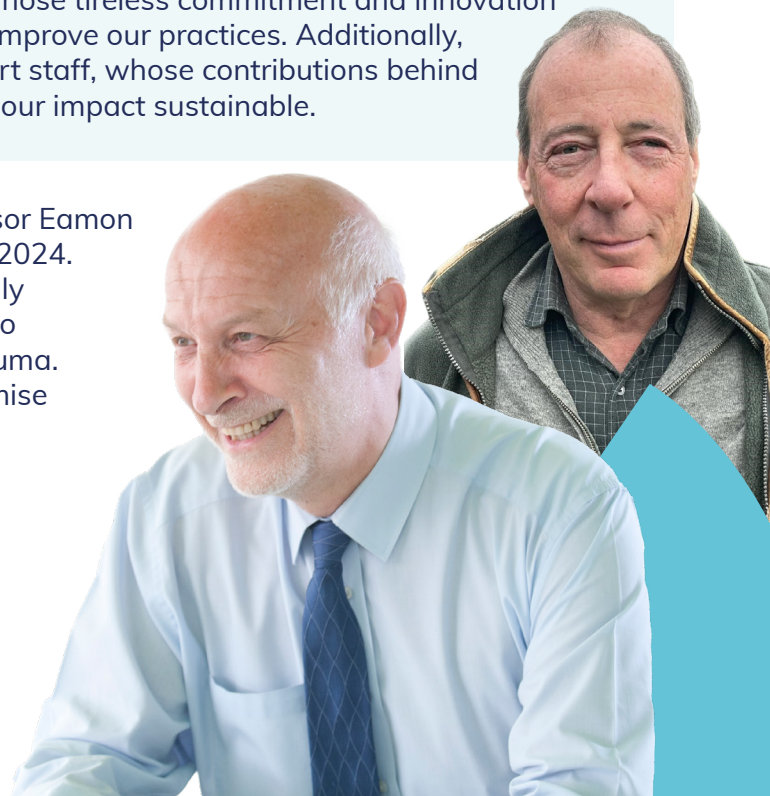
The past financial year, ending 31 August 2024, has seen significant achievements for Anna Freud. We've now completed three of the five years of our strategy, and in that time we've taken huge steps towards closing the gap in mental health support for children, young people, and families. We've continued 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 it¹, 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.



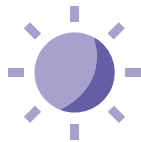
Objectives and activities

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.

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.

[Download our full manifesto.](#)



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 18³, 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 as 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 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 (tCO ₂ e)	2023 consumption (tCO ₂ e)
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
tCO ₂ e / 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 loGen 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

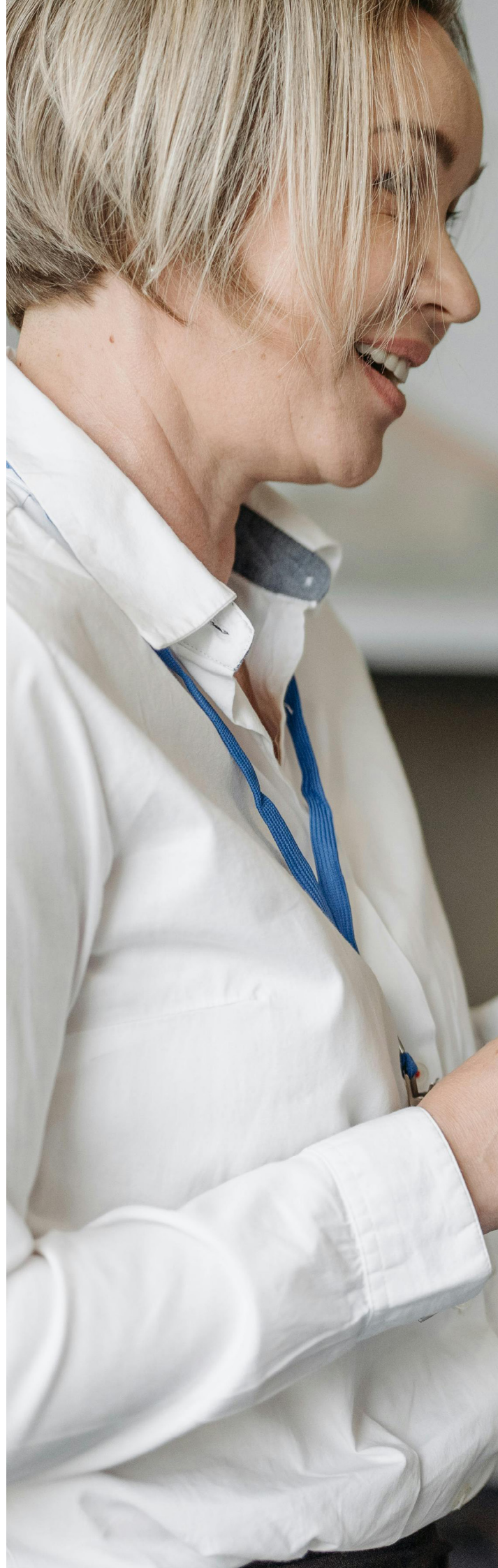
The Anna Freud Centre operating as Anna Freud is a registered charity (number 1077106). It is set up under its Memorandum and Articles of Association as a company limited by guarantee (number 03819888).

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, disciplinarys 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 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 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
- 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

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info@annafreud.org



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