Equity, diversity and inclusion strategy 2022–2026

Midway review

October 2024



Anna Freud
building the mental wellbeing of the next generation

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Foreword and welcome

From our CEO, Professor Eamon McCrory



Plenty has changed in the two years since we published our first equity, diversity and inclusion (EDI) strategy, setting out our ambitions and plans for 2022-2026. Significantly, this year has ushered in a change of government, and a new chapter for Anna Freud as I step into the CEO role.

My vision for Anna Freud is rooted in innovation and collaboration. Bringing together our collective expertise – internally and externally – will not only help us transform young people's mental health and wellbeing, but address EDI challenges too. While we've made progress on the objectives we set in our EDI strategy, we need to continue to listen to and learn from the diverse voices of those we serve, train and work with to fulfil our vision: **for all children and young people to reach their potential.**

I'd like to thank my predecessor Professor Peter Fonagy CBE for leading Anna Freud through a period of transformation that laid the foundations for our EDI progress. A transformation driven by a recognition that to change the picture on children and young people's mental health, we first need to change ourselves.

This transformation included creating a dedicated EDI function with the appointment of our first Head of EDI. This, combined with reviewing and investing in our People and Culture function, helps us deliver the ambitions within the EDI strategy relating to engagement, learning and development. We have also made improvements to our digital infrastructure and created a Brand, Marketing and External Affairs department.

All of which lays the foundations to embed EDI into all aspects of our work. We now have a better understanding of which groups are underrepresented and underserved in our organisation and can address these challenges proactively. We've also taken strides to build belonging and uplift the least heard voices, creating change within and beyond our organisation.

Although we've taken steps in the right direction, we still have work to do. The wave of racially motivated violence in summer 2024 reminds us that hate and discrimination persist in our society. This impacts the daily lives of many children, young people, families and the professionals that support them as well as colleagues across our organisation.

Our focus over the remaining years of this EDI strategy will be to maintain momentum, build on our progress and embed diversity, inclusion and belonging. All of us have a role to play in making that a reality.

Congratulations to all at Anna Freud on the remarkable progress advancing the EDI agenda over the past two years. Whilst we still have a lot to do to reach our goals, our commitment to making meaningful change has never wavered and is strongly evidenced within this report. I am both honoured and incredibly proud to be a part of this journey. I can't wait to see what we achieve in the next two years as we continue to foster a more diverse, equitable and inclusive culture. Well done!



Pamela Hutchinson OBE, Trustee and EDI Board Champion



Our EDI ambitions for 2022-2026

Prioritising EDI is a central part of our mission to close the gap in mental health support for children, young people and families. By improving the way we work and striving to represent the diversity of our society in all we do, we create the conditions for our colleagues to do their best work and better meet the needs of those we serve.

Our 2022-2026 **EDI Strategy** articulated our ambition to make our organisation equitable, diverse and inclusive, and set out key actions to take us there. Society and our organisation are constantly evolving, so we also committed to reviewing our actions at the halfway point. This review ensures we're on track to make the impact we hope to and we stay up to date with the latest best practice.

Our **EDI Strategy** sets out four ambitions.



Representation

To be representative of the society we serve, those we partner with and the professionals we work with.



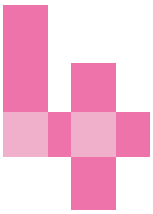
Inclusion and belonging

For everyone in our organisation to feel a sense of inclusion and belonging through our services, training, resources and ways of working.



Continuous learning

For our people to develop cultural humility, learning from and supporting each other to gain clarity, cultural context and a deeper understanding and appreciation of new perspectives.



Community wellbeing

To embed the wellbeing of our people and the wider community of professionals that support children, young people and families as a priority.

Progress towards objective one: *representation*

Our ambition

To be representative of the society we serve, those we partner with and the professionals we work with.

The context

Being representative of those we serve ensures our work is informed, relevant and impactful for every community and no group is left without a voice.

- **23.6%** of colleagues are from minoritised ethnic groups.
- **20.8%** of colleagues in upper pay and leadership roles are from minoritised ethnic groups.
- Over the last two years we have seen a relative **three-fold increase** in Black representation in our upper pay and leadership roles

At the beginning of this journey, several communities were underrepresented in our workforce. This included disabled people and Black people in leadership positions. Men were and are still underrepresented – though this reflects broader imbalances in gender representation within the psychology profession and the charitable sector.[1]

Despite women making up **85%** of our workforce, women earn on average **84p for every £1** earned by men (this is a rise from 80p in 2021).

10% of our colleagues said they have a disability in 2024, compared to 9% in 2022.



[1] **Health and Care Professions Council, (2021).** HCPC Diversity Data Report 2021 *https://www.hcpc-uk.org/globalassets/resources/reports/hcpc-diversity-data-report-2021.pdf*



"[On] the EDI work to date, I've definitely seen a change... I've undoubtedly seen a more diverse workforce at Anna Freud."

Nicola, Parent Champion

We recognise that while we have made progress during the first two years of this strategy, there is still work to be done. The steps we have taken lay the groundwork for further change. On the one hand we have made welcome progress in establishing greater ethnic diversity in leadership roles across our organisation (which we will work hard to maintain), yet we need to further improve gender imbalances and disability representation. See **Representation in depth: where we can improve** for more details.

Key achievements so far

Since 2022 we have:

- joined the Business Disability Forum, using the Disability Smart framework and assessment to improve disability inclusion and accessibility
- expanded our **researcher internship scheme** and broadened our eligibility criteria to improve representation of people from minoritised ethnic backgrounds, disabled people, those with experience of mental health difficulties and those with care experience
- improved diversity data monitoring for our colleagues, trainees and service users to monitor progress and highlight areas for improvement.

Priorities for the next two years

Over the next two years we will:

- expand our recruitment strategy's reach to ensure efforts to diversify the pool of shortlisted candidates translate to appointments
- increase ethnic diversity in leadership positions across our different areas of work, improve disability representation and balance gender representation at all levels to meet aspirational targets
- introduce positive action initiatives including career sponsorship schemes to improve representation of the disabled community and those from minoritised ethnic backgrounds.

2 Progress towards objective two: *inclusion and belonging*

Our ambition

For everyone in our organisation to feel a sense of inclusion and belonging through our services, training, resources and ways of working.

The context

In 2021, Laurelle Brown Training and Consultancy (LBTC) carried out an audit to evaluate our EDI practice and support us on a two-year EDI transformation programme. This audit highlighted several themes, including a need to better embed our organisational values to support inclusion and belonging.

We planned to achieve this by improving and increasing opportunities for peer-to-peer support and connection. This includes buddying, mentoring, coaching and the introduction of colleague diversity networks.

> The diversity networks have helped me to consolidate my experiences, reflect on them and better understand when I didn't always experience parity with my peers... [T]hey also help everyone think about how to initiate change for the better, such as through allyship, being a voice for others or giving them a platform to speak and share their experiences.
>
> **Nafisa Wagley, Anti-classism Network Co-chair.**



Key achievements so far

Since 2022 we have:

- transitioned our EDI working groups into colleague diversity networks to build community within and between groups, host awareness events for the wider organisation and provide safe spaces
- developed our internal communications capacity to help colleagues feel connected to each other and the organisation
- launched an annual mentoring programme to drive peer-to-peer support.

Priorities for the next two years

Over the next two years we will:

- embed EDI into new internal and external communications team approaches
- mainstream inclusion into our culture through developing inclusive leadership skills for line managers
- ensure colleagues understand how they contribute to a sense of inclusion and belonging by embedding our culture-enhancing objectives in the new performance review process.

> I'm proud to be a member of this network and think the anti-classism work is vital to our mental health innovation work with children and young people.
>
> **Sheila Redfern, Head of Family Trauma, Clinical Department, Consultant Clinical Psychologist**

Progress towards objective three: *continuous learning*

Our ambition

For our people to develop cultural humility, learning from and supporting each other to gain clarity, cultural context and a deeper understanding and appreciation of new perspectives.

The context

Learning more about ourselves and others on the journey to improve equity, diversity and inclusion can sometimes spark new and difficult conversations. As an organisation, we needed to facilitate this learning process and ensure that often overlooked lived experiences and voices are heard, understood and respected.

Colleague focus groups had previously highlighted a lack of learning and development opportunities. Managers reported feeling they lacked the knowledge, skills or support to create a safe space for challenging conversations.

> We are encouraged by the support and sponsorship from the EDI leadership and look forward to shifting culture through events, workshops and communications, and continuing to see our network members grow and progress in their roles.
>
> **Keshia Phipps and James Emmanuel, Anti-racism Network Co-chairs.**



Key achievements so far

Since 2022 we have:

- commissioned half-day EDI training sessions that enhance colleague awareness of systemic and personal biases shaping workplace culture and inequalities
- adapted the content of these sessions for delivery in-house by a team of colleague trainers as part of new starter inductions
- commissioned bite-sized learning sessions with **LBTC** on EDI topics voted for by colleagues, which 81% of colleagues felt they were able to apply to their roles
- commissioned care experience awareness training for all colleagues, delivered by **The Care Experienced Movement**
- commissioned a second phase of inclusive recruitment training for all hiring managers.

Priorities for the next two years

Over the next two years we will:

- develop our EDI learning journey for all colleagues beyond induction, ensuring progression of knowledge over service length
- develop a critical friend network, collaborating with organisations with whom we have a shared mission or purpose to tackle systemic EDI challenges together
- collaborate with our organisational development team and colleagues to create 'masterclasses' for managers
- fulfil our action plan to achieve the Business Disability Forum 'Disability Smart Framework' and become a Disability Confident Employer.

Progress towards objective four: *community wellbeing*

Our ambition

To embed the wellbeing of our people and the wider community of professionals that support children, young people and families as a priority.

The context

At the start of our EDI journey, there were few structures in place to build community within and between teams, or to support colleagues to share common challenges.

Providing support for vulnerable people and groups experiencing persistent inequalities can have knock-on effects on the wellbeing of colleagues and professionals, particularly for those from historically marginalised backgrounds. Secondary traumatic stress and burnout are risk factors for our colleagues and the wider workforce supporting children and young people.

> Having executive commitment to our EDI strategy allows us, as a network, to produce meaningful work. The annual budget gives us the freedom and flexibility to implement initiatives that will have a positive lasting impact on our colleagues and community.
>
> **Emily McDougal and Kayleigh Larne, Neurodiversity and Mental Health Network Co-chairs.**



Key achievements so far

Since 2022 we have:

- adopted a **restorative practice*** approach in our colleague diversity networks to create a culture where colleagues feel safe broaching difficult topics and discussing the impacts of their work
- started training EDI and People and Culture colleagues in restorative practice
- created guidance for our colleague networks to foster healing and resilience within safer peer-to-peer support spaces
- appointed a Chief People Officer to undertake our HR review
- created an Organisational Development function to prioritise colleague wellbeing.

Priorities for the next two years

Over the next two years we will:

- continue monitoring colleague sentiment through Pulse surveys and create action plans to address areas of concern
- support the People and Culture team to develop and embed a broader wellbeing policy and offer
- continue rolling out restorative practice training within our organisation as a trauma informed and evidence-based approach
- support partner organisations to support professionals' wellbeing and develop a shared language to address common challenges together using restorative practice.

***Restorative practice (RP)** prevents harm happening in the first place by developing a culture where everyone has a voice, in a no blame, no shame culture; creating horizontal communication platforms within vertical organisations.

Restorative practices build skills to reduce tensions and resolve conflict. RP works 'with' people rather than having power over them or doing things for them - creating a third way between 'do as I say' and 'do what you want'. It invites accountability and resilience, building collaborative and autonomous teams. It aligns people's behaviours with their organisation's values.

Restorative Engagement Forum

Project spotlight: applying restorative practice and AMBIT in an alliance of organisations

We're part of an alliance of organisations working together to reduce youth violence and criminal exploitation in London. Our role in the alliance is to implement a common understanding, way of working and language across multiple partners, creating space for difficult conversations.

We're doing this by embedding the language of restorative practice, delivering dynamic EDI focused training and support and adaptive mentalization based integrative treatment (AMBIT) training. AMBIT was developed by our clinicians to support multi-disciplinary teams to develop systems of help around young people – specifically those with multiple needs who may encounter several different professionals.

This approach helps ensure the young person receives joined-up support, and teams are well-equipped to deliver it. AMBIT recognises that providing support is demanding on colleagues, and that building a 'team around the worker' can foster community and improve colleague wellbeing.



Why we adopt an anti-racist approach in our EDI work

We believe anti-racism unlocks opportunities to tackle all forms of discrimination. Understanding the power dynamics that uphold structural and systemic oppression, including racism, empowers us to take an active role in disrupting inequality and bias in our work. This helps us establish a sense of inclusion and belonging for all children and young people.

We review our policy and practice, listen to and learn from those with lived experience, and commit to using the lens of anti-racism and anti-oppressive practice as our starting point.

Racism is deeply ingrained in the UK's cultural and social systems. We recognise the impact it has on children and young people's lives and mental health, and we continue to commit to challenging it in all its forms.



How our organisation has changed

Broader changes in our organisation over the past two years have helped to facilitate our EDI progress.

We've invested in our people, expanded our workforce in key areas and transformed our digital and communications capabilities. All of this lays the groundwork for achieving our objectives. Additionally, our new people strategy has further embedded equity and inclusivity as organisational values in our organisation's strategic planning and recruitment.

We've invested in People and Culture



Following the appointment of our Head of EDI and creation of the new EDI function in February 2022, we appointed our first Chief People Officer in January 2023. This role was newly created to undertake a review of our HR team and implement a people strategy to support our EDI ambitions and enable sustainable culture change.

Developing our HR team into a service-focused People and Culture function means we can prioritise:

- organisational development
- embedding our values
- inclusive leadership development
- colleague engagement.

This work lays the foundations for us to sustain progress towards our EDI objectives and ensure the long-term success of our people and our organisation.

We published our people strategy



This focuses on embedding our values of compassion, inclusivity, collaboration, creativity, equity, courage and integrity into our people practices. This will make sure our decisions are informed by our values and processes for recruitment, retention, reward, training, promotion and management are inclusive and equitable.

We recruited HR business partners



These roles ensure we mainstream inclusion into business decisions and operational support for managers. We are excited to see how these new roles increase capacity and accelerate progress towards our EDI ambitions.

We've transformed our digital capability



A broader digital transformation has enhanced our diversity monitoring, enabling us to better measure the impact of our work.

Our focus is on how we collect and use data to understand how we can support those who face additional barriers to access services. This includes those from marginalised ethnic, economic, or religious backgrounds, disabled people, those with marginalised gender or sexual identities, as well as care experienced people or those with caring responsibilities. To achieve this, we look for patterns in:

- data throughout colleagues' time with us, from application and interview to appointment and development opportunities
- data about who accesses our services, training and events
- participant demographic data to spot patterns in feedback measures about our training and services
- information our colleagues provide through internal surveys, such as the Pulse EDI survey.

Diversity monitoring data allows us to make positive changes to our services, training, resources and our processes and practices to ensure everything we do is equitable, diverse and inclusive.

We've expanded our Brand, Marketing and External Affairs team

Expanding our communications capacity through the creation of our Brand, Marketing and External Affairs team has helped support community and inclusion within our organisation.

Our internal colleague newsletter and intranet updates help colleagues keep up to date with developments at the organisation, whilst also giving a spotlight to underrepresented groups within our workforce.

Externally, this investment in communications has given us capacity to centre lived experience and underrepresented voices in our publications and messaging, including in our manifesto: *Thinking Differently.* Our new style guide also ensures all communications use inclusive language and reflect the communities we serve.

Representation in depth: where we can improve

In 2022 our focus was Black representation in leadership positions, disability representation at all levels and the low level of representation of men. We have made progress towards some of these targets, including disability and expanding diversity monitoring, but we're not yet where we want to be.

Disability

In 2024, 10% of our colleagues stated they have a disability – which includes neurodivergence and long-term health conditions – compared to 23% of working age adults in the UK. This is a marginal increase from 9% in 2022. As such, further work is required over the next two years to achieve our goal of improving disability inclusion and representation.

We also need to increase colleagues' awareness of the broad definition of disability, and the support we offer. This will help increase trust, so colleagues feel safe and confident to disclose their needs. This enables us to create the right working environment for disabled employees to thrive in their roles, and to become a truly disability inclusive employer.

One means to achieve this is our membership with the Business Disability Forum, which provides the Disability Smart Framework assessment. This assessment identifies weaknesses and gaps and gives a sense of where we are on our disability inclusion journey. This has given us an action plan to work towards over the next two years.

Gender

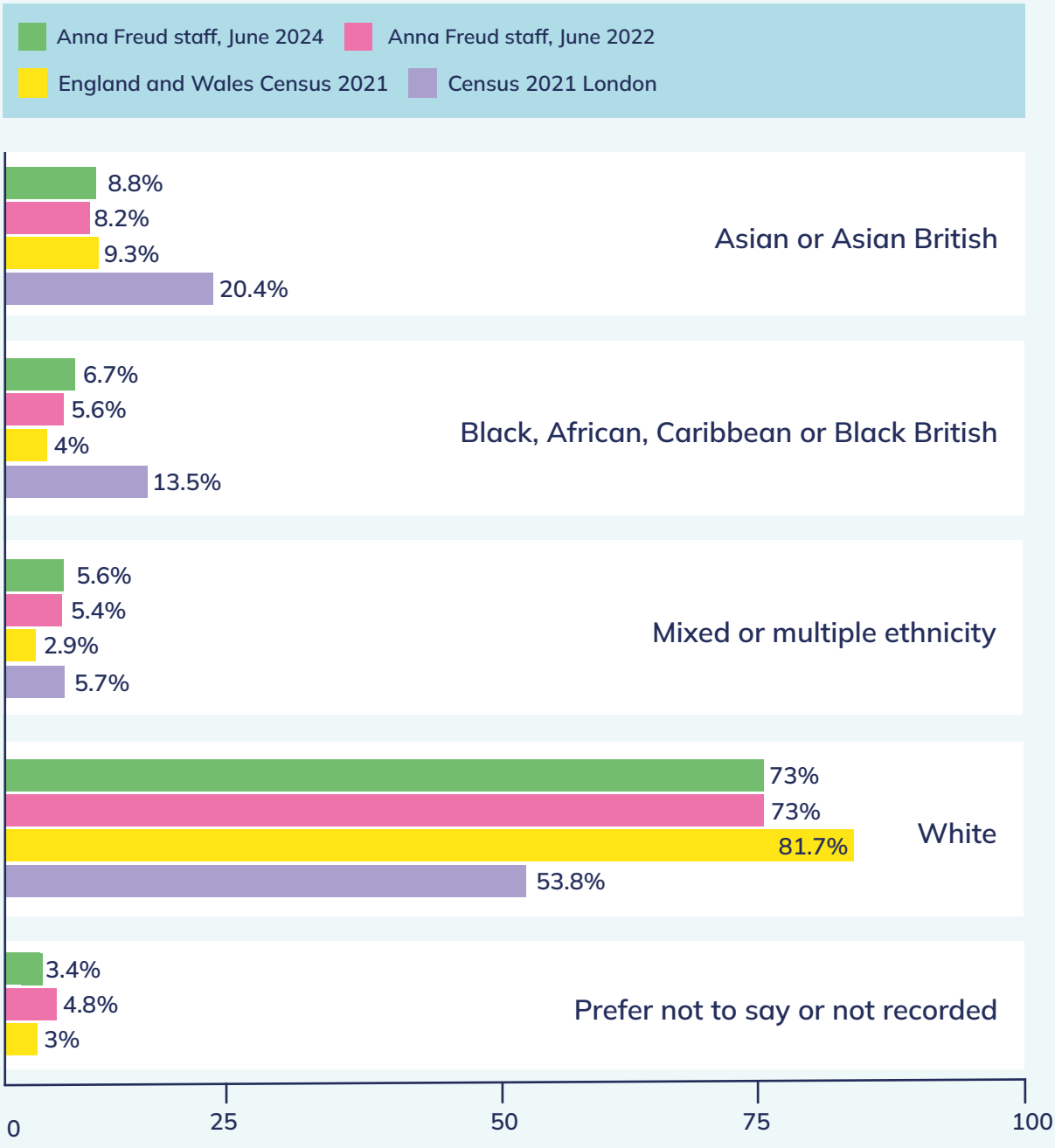
Our workforce is 14% male – this has remained steady over the last two years and is in line with the wider psychology workforce. Despite this, we still have a high gender pay gap: women earn 84p for every £1 earned by men when comparing median hourly pay.

This suggests two areas of focus: encouraging more women into our most senior roles and attracting more male applicants to roles at all levels. To address this, we are supporting career development for women in senior roles and exploring creative recruitment strategies to appeal to men. These initiatives will help us move closer to gender balance across our organisation. We must also take into account sector trends in gender representation when targeting our initiatives.

Ethnicity

Our latest data shows that colleagues from minoritised ethnic backgrounds make up 23.6% of our workforce, compared to 18.3% nationally and 45.9% in London.

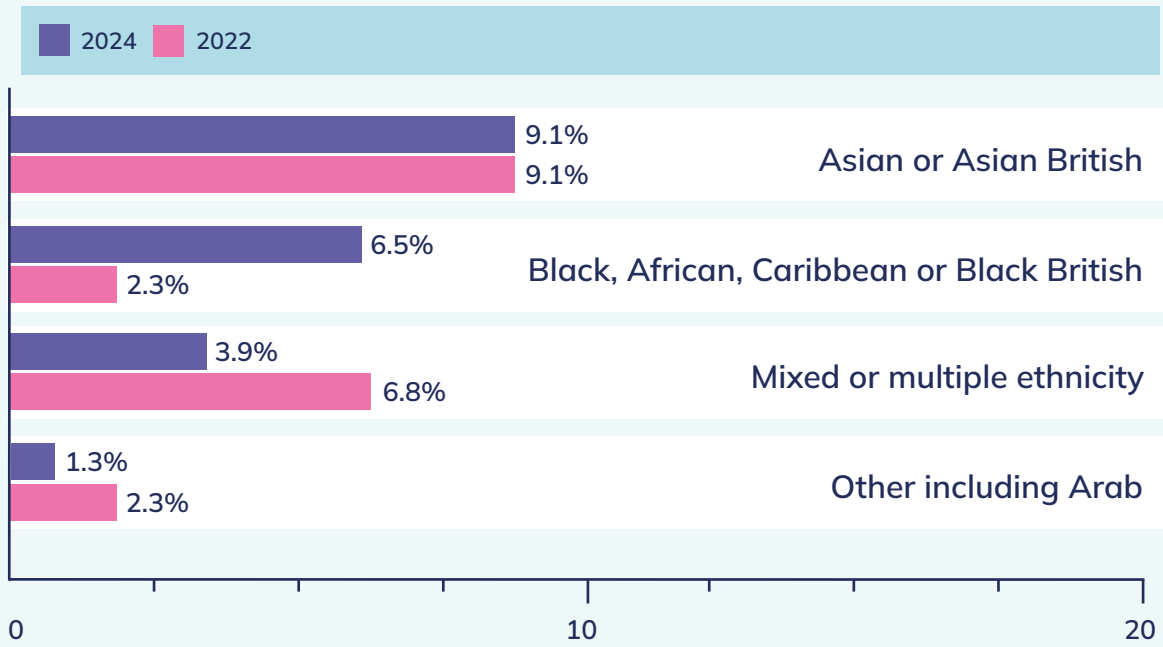
Ethnicity representation at Anna Freud compared to the UK and London population



Ethnicity representation in leadership positions

Colleagues from a white background make up 75.3% of our higher pay grade and **leadership positions.*** While this is still an overrepresentation, we're pleased that the proportion of Black colleagues in these roles has increased from 2.3% to 6.5%.

Representation of minoritised ethnic groups in leadership roles at Anna Freud in 2022 and 2024



*In 2022 our definition of 'leadership' was defined by certain job titles. From 2024 leadership is defined as roles that sit within the upper pay grades of our organisation. This shift means we can't measure our exact progress on representation at different levels of our organisation. Looking ahead we will break down data by our core pay grades.

How we'll improve ethnicity representation

Over the next two years we will further incorporate an intersectional approach to representation targets to better recognise the links between different minoritised groups. This ensures the diverse perspectives of each group are included – for example, almost all colleagues from minoritised ethnic backgrounds in our leadership roles are women.

Our expanded People and Culture team provides us with a stronger foundation to continue to improve. We can now:

- support more strategic recruitment
- introduce targeted initiatives such as career sponsorship schemes for colleagues from minoritised ethnic backgrounds
- work closely with managers to ensure that our gains in diversifying the pool of shortlisted candidates are not lost at appointment stage
- nurture skills of existing colleagues from minoritised ethnic backgrounds to support progression into senior positions.

Aspirational representation targets

We are now in a position to set aspirational representation targets. Progress towards these targets will be reviewed yearly.

Across our organisation we aim to increase representation of:

- men to 20%
- disabled colleagues to 15%
- those from minoritised ethnic backgrounds to 30%

We are committed to ensuring socioeconomic diversity at all levels too and will closely monitor key patterns that emerge from new data captured on this area.



Our EDI strategy in action

Case study: using data to inform service improvements

The Schools and Colleges Early Support Service is an early intervention mental health support service for young people experiencing mild-to-moderate mental health difficulties.

The service was our first to fully adopt our new diversity monitoring systems and questionnaire. These provide insights about service users' demographic characteristics and outcomes.

This is a strong example of how data collection and monitoring can support our EDI aims. It helps us understand children and young people's needs and identify any gaps, disparities or challenges in service provision and outcomes.

The challenge

The service only started collecting service users' disability information in 2023 with the introduction of the consistent diversity monitoring question set. This could have meant key insights about which groups and needs we're underserving were missed prior to this.

Overcoming this challenge in future

Now consistent data collection is in place, we can understand who we're underserving and develop positive action to address it, such as:

- more flexible modes of delivery, such as online, phone or text-based sessions
- training and resources to increase colleagues' and volunteers' cultural competence and sensitivity when working with diverse groups
- enhancing trust between young people and service providers by assigning them a consistent worker who meets their needs and preferences
- offering more support and guidance to young people and their families throughout the service journey by providing clear information, feedback and follow-up.

Case study: spotlighting lived experience

The National Autism Trainer Programme (NATP) is run by Anna Freud in partnership with AT-Autism. It was commissioned by NHS England following a national pilot in 2022.

The programme aims to upskill mental health professionals' understanding of autistic people's mental health and wellbeing across a range of settings (inpatient, community, health and justice and residential special schools and colleges) and give them the tools to train others in their setting.

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 (EbEs) delivered sessions, seminars and training.

The central role of co-design, co-production and co-delivery in NATP ensures we continually learn from lived experience. It also makes meaningful representation of those we serve an integral part of the programme.

As a train the trainer programme, this also contributes towards structural change in the broader sector by spreading lived experience-based practice to other organisations.

Trainee feedback:

"Co-delivery of the training is key, it just brings it all to life. Our NATP EbE pitches the content in such an impactful way. You don't get that from a textbook or a PowerPoint, and even the best clinician might lack the ability to bring the autistic perspective to life. You can't underestimate how much EbEs add to the quality of the offer."

Lucy Pedrick, Clinical Team Lead for CAMHS Neurodevelopmental Team and Autism Assessment Pathway, Bedfordshire, East London NHS Foundation Trust

"Meeting with our EbE early on was key to planning implementation. Our EbE was quick to share her needs and listen to our service needs, so that we could account for these in our planning. As a deaf service, we're used to explaining and accepting that other people have their own individual needs.

Our EbE shared personal experiences (that she had run by me beforehand) and the team really valued the enrichment she brought to the content".

Jenny Kent, National Deaf CAMHS

Next steps

NATP's emphasis on platforming lived experience through co-design, co-production and co-delivery could be applied more broadly within our internal training. Greater emphasis on lived experience in training would ensure all our EDI work is similarly rooted in the authentic needs and interests of those we serve. This is one approach we could take to enhance inclusive leadership training for managers.

Shade, Research Intern, 2021

Shade successfully applied for a permanent role at Anna Freud after completing the internship programme. After a further three years with us, she has now been accepted on to a clinical psychology doctorate.

"The researcher internship gave me an opportunity for growth, learning and development as a Black woman, to get into the field of mental health research. I would recommend this internship to anyone, as it has been hugely instrumental in my journey towards my future goals."

Prince, Research Intern, 2023

Prince hopes to use the skills he gained in the internship to progress onto postgraduate and doctoral research.

"I'm a huge supporter of this internship program, particularly its explicit aim to increase justice, equality, diversity [and] inclusion (JEDI). It follows through with action (and investment) where countless organisations may buckle at such a hurdle.

I'll be continuing to develop my bespoke and targeted therapeutic sport intervention, weaving in many of the skills and connections I've made through the internship programme."



Case study: supporting access to research careers

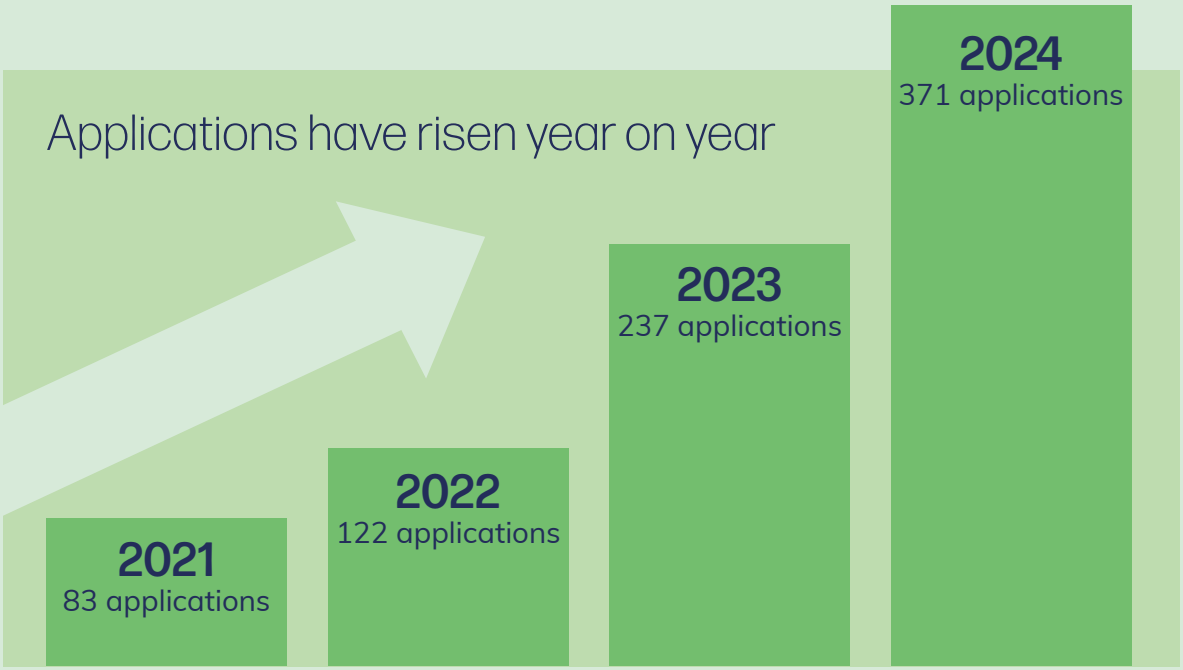
Our 2021 EDI report found that several groups were underrepresented in our organisation.

To help address this, and the structural barriers marginalised people in research may face, we launched a researcher internship scheme in 2021. This was part of a positive action initiative to make research careers more accessible to underrepresented groups.

In the scheme's first year, we offered three people from Black or other marginalised ethnic groups a fully funded three-month placement with us. This placement gives applicants an opportunity to build skills, experience and connections to prepare them for careers in children and young people's mental health research.

The success of that first year led us to expand the cohort size to six, and broaden the eligibility criteria to include other underrepresented groups:

- **2022:** minoritised ethnic groups and people with lived experience of mental ill health
- **2023:** minoritised ethnic groups, people with lived experience of mental ill health and disabled people
- **2024:** minoritised ethnic groups, people with lived experience of mental ill health, disabled people and care experienced people



Conclusion

Our EDI journey is not easy, it's not linear, and it is certainly not over. At the halfway point of implementing our EDI strategy, we are in a strong position – but there's still work to be done.

We've made important strides on our four EDI ambitions, supported by broader changes across the organisation. Investment in our digital capabilities, our People and Culture team and our communications capacity have positioned us well to make an impact over the next two years.

Looking forwards, we'll improve representation through inclusive recruitment and career sponsorship schemes to build on the success of initiatives like our researcher internships.

We will continue to build on our investments in People and Culture, building managers' inclusive leadership skills and developing our internal communications to ensure all our colleagues feel a sense of belonging.

We will keep learning, by expanding the suite of EDI training available to our colleagues and working with other organisations to continually improve our support for underserved groups.

Finally, we'll keep building community by improving colleague wellbeing, expanding our wellbeing offer and supporting restorative practice inside and outside our organisation.

Our commitment to equity, diversity and inclusion is integral to ensuring all children and young people can achieve their potential and to truly close the gaps in science, knowledge and implementation. We need a workforce that is representative, well supported and able to adapt to new and emerging needs across the UK's diverse communities. And with the groundwork laid, we are now well equipped to realise our goals.

Acknowledgements

Thank you to all who have helped to inform and deliver on our EDI strategy so far. We welcome your challenges and suggestions as we continue to connect and collaborate, both internally and externally. In doing so, we know we can more effectively meet the needs of all children, young people and families.

For further feedback and comments, please contact edi@annafreud.org.



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Anna Freud
building the mental wellbeing of the next generation