

The Anna Freud Centre

Charity number **1077106**, company number **03819888**



Anna Freud
National Centre for
Children and Families

The Big Move

Annual report and financial statements for the year ended 31 August 2018



Contents

- 01** Reference and administrative details
- 02** Introductions
- 04** Objectives and activities
- 06** Achievements and performance
- 28** Financial review
- 30** Principal risks and uncertainties
- 39** Plans for the future
- 42** Structure, governance and management
- 44** Trustees and auditors
- 45** Independent auditor's report
- 49** Financial statements



Trustees' report

Reference and administrative details

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

Board of Trustees

The Hon Michael Samuel (Chair)
Ms Sally Cairns (appointed 22.02.18)
Professor John Cape
Ms Melanie Chatfield (appointed 12.09.18)
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Ms Ruby Wax OBE

Auditors

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Bankers

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Investment Managers

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Life President

Dr Moshe Kantor

Our Patron

Her Royal Highness The Duchess of Cambridge

Chief Executive

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

Chief Operating Officer

Ms Ros Bidmead

Finance Director and Company Secretary

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Introductions

Dr Moshe Kantor

Life President and Trustee

The Kantor Centre of Excellence is moving towards completion. By the time you read our next annual report the building will be finished and fully populated with leading researchers, top clinicians and policy and practice experts; all working alongside children and their families to transform mental health in this country. The Family School, at the heart of the new building, will serve as a reminder that everything we do is about improving the lives of children and their families.

It has been immensely exciting to watch the building evolve. It has been equally inspiring to see the ideas and ambition of the Anna Freud National Centre for Children and Families grow. These two developments

are interrelated: a world class organisation needs the environment to match its aspirations and for its ideas to flourish. A building without ideas or purpose is empty.

In the years that I have been involved with the Anna Freud National Centre for Children and Families, I have seen the organisation prepare itself for a new chapter and the Kantor Centre for Excellence will provide that opportunity. I will forever be proud to have been part of that.



The Hon Michael Samuel

Chair of the Board of Trustees

This has been a truly impressive year. Not only have we grown our income, developed new programmes, published more research, and extended our reach into new audiences, but we have also prepared ourselves for our big move.

In recognition of this great effort, I would like to extend my heartfelt thanks to staff, our generous donors and of course children, young people and their families for their extraordinary contributions. It has meant that while we have remained focused on delivering our objectives – including exploring a new UK Trauma Council to bring together experts to share learning about individual and collective trauma – we have also been able to develop a five-year strategic plan to help make our ambitions a reality.

Our new strategy is refocusing our mission to transform child mental health to: provide better help for children with complex problems; support community interventions; create a hub of innovation; and increase our influence.

Throughout these changes there has been one constant: our commitment to the aspiration of our founder. Indeed, there is no greater asset at times of change than the powerful and radical values that Anna Freud espoused throughout her life. And next year, when we make the big move, they are the first things we will take with us.



Professor Peter Fonagy

Chief Executive

We are learning more all the time about what evidence tells us works in mental health but the more we learn the more obvious it becomes that the issue of mental health is not restricted to a particular population of individuals but affects us all. Most recent population-based estimates suggest that over 80% of us will experience a mental health problem sufficiently severe to merit a diagnosis in our life-time. And this does not include dementia. The often-repeated statistic that the large majority of these problems manifest before the age of twenty-five underscores the AFNCCF's mission to address mental health problems as early as possible and as well as scientific knowledge permits. The strategic plan that we developed this year makes this commitment and extends our ambitions.

We know that the factors that affect children's mental health go way beyond the capacity and capability of mental health professionals. We cannot solve the problems many children and young people face, but we can build much better support around them and increase their ability to deal with those problems.

We can do that if we give the people and institutions in our communities the skills, knowledge and support to help children build their health and wellbeing and the confidence to seek professional help for those dealing with complex problems. Then we have a much better chance of delivering against our vision of a world where children and families are supported to build on their strengths to achieve their goals in life.



Objectives and activities

Anna Freud National Centre for Children and Families (AFNCCF) has been pioneering mental health care for 65 years. AFNCCF promotes the relief of mental ill-health and resilience to promote and protect mental and emotional health, for the public benefit.

Aim

To transform current mental health provision for children and young people in the United Kingdom by improving the quality, accessibility and effectiveness of treatment. We believe that every child and their family should be at the heart of the care they receive, working in partnership with professionals.

Mission

To further the charity's purposes for the public benefit, AFNCCF carry out the following activities.

- » Carry out research to improve understanding of mental health and resilience and to evaluate and improve the treatments and services children and families are offered.
- » Develop new approaches, tools and services that aim to support children, young people and families in distress.
- » Teach and train a new generation of clinicians and researchers the latest skills and tools to improve mental health globally.
- » Take a leading role in the development of policy and practice in the UK and beyond to ensure that it is built on science, tested experience and has the input of children, young people and their families.
- » Creatively collaborate nationally and internationally in partnerships which jointly develop a step-change in child mental health and wellbeing.

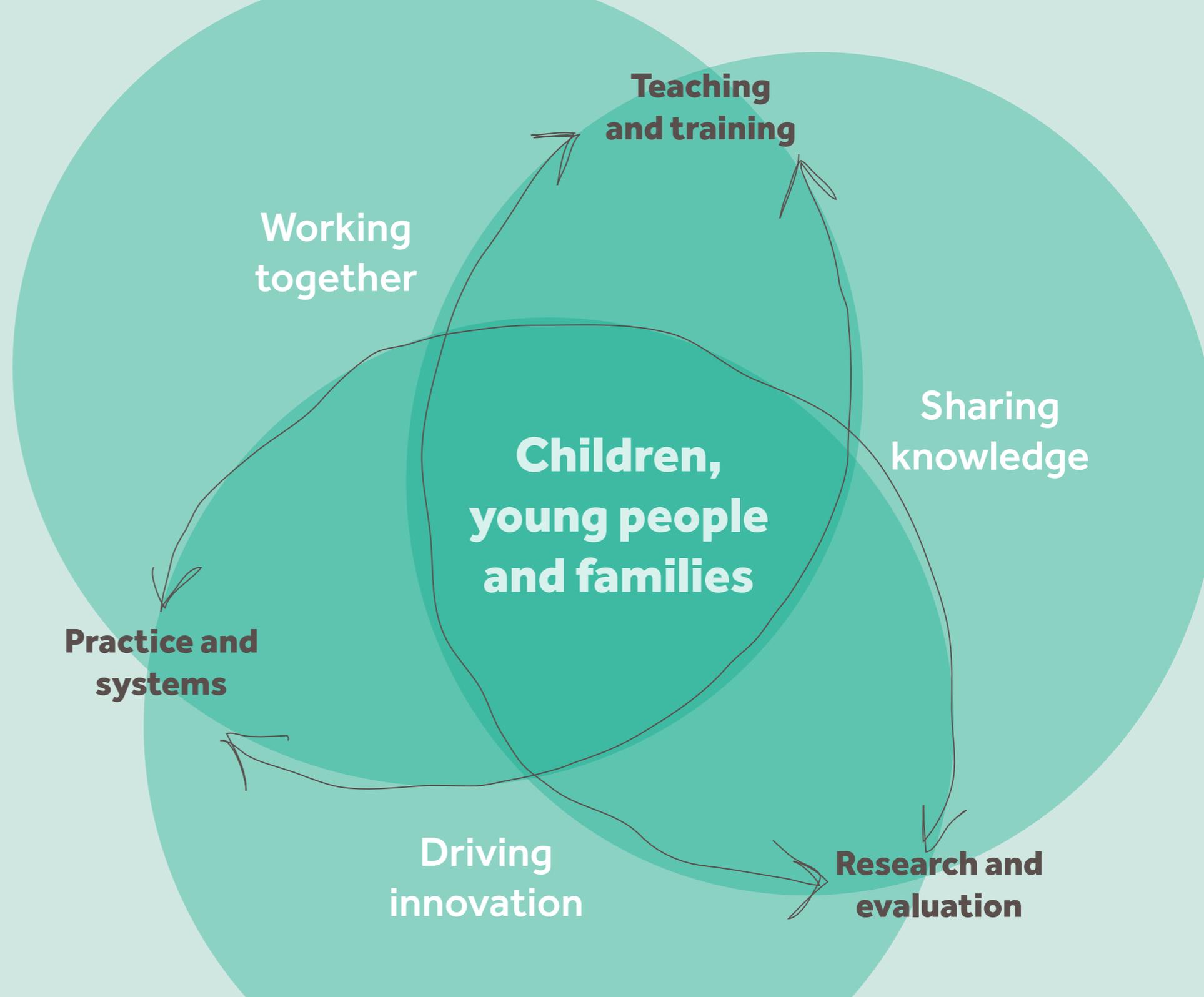
Vision

A world where children and families are effectively supported to build on their strengths and to achieve their goals in life.

Principles

1. Children, young people and families are at the heart of everything we do.
2. We are committed to discovering and sharing the best way to help children, young people, families, carers and professionals affected by mental health problems.
3. We aim to strengthen our impact through collaboration and partnership.

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the general guidance issued by the Charity Commission on public benefit.



Achievements and performance

Our year at a glance

September

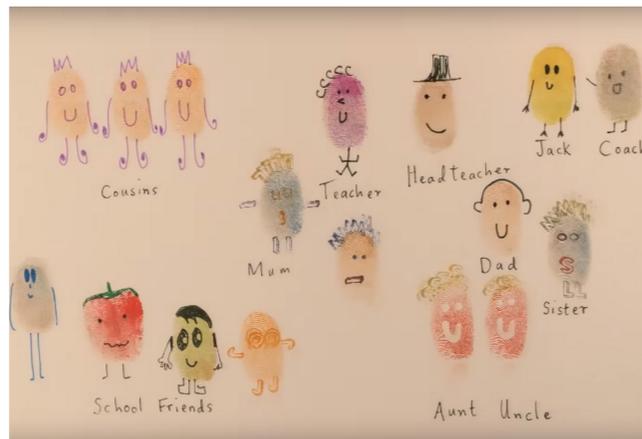
- » Her Royal Highness The Duchess of Cambridge launches our You're never too young to talk mental health campaign to provide resources to help primary school teachers start conversations about mental health with their pupils.

"As parents, we all want our children to have the best possible start in life. Encouraging children to understand and be open about their feelings can give them the skills to cope with the ups and downs that life will throw at them as they grow up.

"It's important that our children understand that emotions are normal, and that they have the confidence to ask for help if they are struggling. This is why I am proud to support the *You're never too young to talk mental health* campaign by the Anna Freud National Centre for Children and Families, which is being rolled out across primary schools this autumn.

"The campaign's resources are excellent tools to support parents. They demonstrate how we can help children express their feelings, respond appropriately, and prevent small problems from snowballing into bigger ones."

- HRH The Duchess of Cambridge



Still from the *Talking Mental Health* animation, part of the *You're never too young to talk mental health* campaign and resources for primary schools.

October

- » The International Training School in Infancy and Early Years (ITSIEY), which combines knowledge and expertise from the AFNCCF, the Tavistock and Portman NHS Foundation Trust and Yale University Child Study Centre, receives the Emma Cadywould Award at the first Perinatal Mental Health Awards. The awards recognise best practice and achievement in the field of perinatal mental health and is organised by The Maternal Mental Health Alliance (MMHA) and Mums and Babies in Mind, supported by the National Lottery Community Fund.

"[ITSIEY's] mission is to contribute to the wellbeing of babies/young children and their families by training the health, social care, psychology and education workforce, since perinatal and infant mental health is embedded in all aspects of their practice. The evidence is that babies are sentient – they are able to perceive and feel, and – with the nurture of those caring for them – they try to make sense of their worlds. When parents are unable to nurture their infants – they and their babies suffer. Those who interface with babies and their families need knowledge and capacities to support infant development and to address relationships which inhibit it. A focus on the infant and their family within the context of the wider communities in which they live, is at the heart of ITSIEY's vision and teaching."

- Tessa Baradon, Director of ITSIEY

November

- » The Department for Education (DfE) awards consortia led by the AFNCCF contracts to improve mental health support in schools across England. The programmes improve joint working between mental health services and schools, provide training in delivering peer support interventions and trial mental health interventions. Through this work, we will reach over 1,500 schools and colleges and contribute to a growing evidence base to aid schools' decisions about how to promote mental wellbeing amongst children and young people.



"This trial is fundamental to the future of mental health in schools. Although there is some evidence for school-based activities to support emotional wellbeing, a robust evidence base that is accessible to schools is currently lacking."

– Dr Jessica Deighton, Principal Investigator

- » Service users and supporters of the AFNCCF come together with our patron HRH The Duchess of Cambridge at Kensington Palace to show their support for the construction of our new Kantor Centre of Excellence. The evening, compered by BBC newsreader Kate Silverton, is a huge success and raises over £400,000 for the campaign.
- » The AFNCCF's Child in Mind podcast series is nominated for a Mind Media award. While we didn't take a home the trophy, we were the only charity shortlisted out of all 50 finalists!

December

- » We welcome the publication of the UK Government's Green Paper on children and young people's mental health, which sets out plans to transform support for mental health and wellbeing in education and health settings. The AFNCCF is delighted to see the commitment to dramatically improving children's and family's access to early, effective and appropriate mental health support.



Chair of the Board of Trustees, The Hon Michael Samuel, addressing guests at Kensington Palace.

"It is vital now that the ambition of the Green Paper is carried forward and that schools, colleges and early years providers are equipped through support and funding to feel confident in promoting positive mental health and wellbeing and ensuring that those children and young people who are at risk receive timely and appropriate help."

– Jaime Smith, Director of Mental Health and Wellbeing in Schools

January

- » The first findings from a pioneering survey of over 30,000 young people aged 11 to 14, collected as part of the evaluation of HeadStart are released. HeadStart is a five-year, £56 million National Lottery funded programme set-up by the Big Lottery Fund to explore and test new ways to improve the mental health and wellbeing of young people. The research by the

HeadStart Learning Team, a consortium of partners led by the Evidence Based Practice Unit, shows girls are more than twice as likely to experience emotional difficulties as boys, while boys are significantly more likely to experience behavioural problems.

February

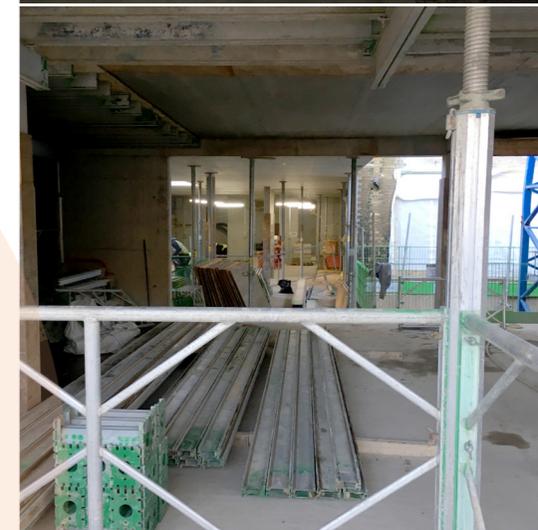
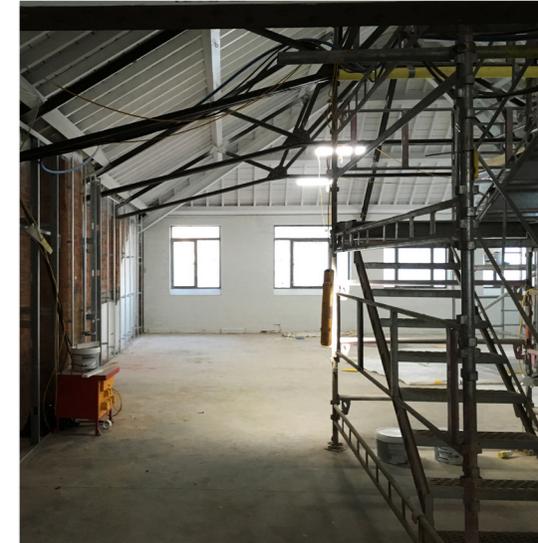
- » The eagerly anticipated St Andrews Charity Fashion Show is held in aid of the AFNCCF. It is the largest and most successful student-run event in the UK and raised an incredible £18,000 for our work with children and young people.

"The student population is particularly vulnerable to mental ill health, with a NUS survey finding that eight out of ten students had experienced mental health issues in the preceding year. With that in mind, we are delighted that the students of St Andrews have shown such incredible support for our work to improve children and young people's mental wellbeing."

- Jenny Ricketts, Head of Fundraising

March

- » We launch In search of an ending: managing treatment closure in challenging circumstances in child mental health services. The report reflects on the challenges explored with practitioners and young people through the Anna Freud Learning Network (AFLN) and suggests new ways to manage this under-acknowledged issue.



- » The Mentally Healthy Schools website goes live. Developed in collaboration with Heads Together charity partners, the online hub provides a 'first-stop' for primary school staff seeking reliable and practical resources, guidance and signposting information to help primary schools support the mental health and wellbeing of children in schools more effectively.

"The site has already received interest from hundreds of schools, not only across the UK but also as far afield as Japan, Thailand, Australia and Brazil. This highlights the urgent, global need for clear, easily-accessible and trustworthy information, advice and guidance on children's mental health. Mentally Healthy Schools provides all of this and more, drawing together over 500 quality-assured resources for school staff, governors and parents."

– Helen Anderson, Digital Lead

April

- » AFNCCF publish our gender pay gap figures. As an organisation committed to equality and diversity, we are disappointed with the mean gender pay gap of 24.49% for 2017, above the UK average of 18%. We take immediate steps to do better, with staff taking action to form a consultation group to implement strategies to reduce the gap.
- » 15 incredible supporters brave record-breaking heat to run the London Marathon to raise funds for the AFNCCF as part of team Heads Together. Collectively they raised nearly £54,000.



The London Marathon 2018 as part of the Heads Together team.

"Thank you so much again for the most incredible experience. It really was amazing and I was honoured to be able to run on behalf of such an inspirational charity [...] it really was one of the best experiences of my life."

– Bianca, Jo Malone London

May

- » The topping out ceremony is held at the Kantor Centre of Excellence. A topping out ceremony is a tradition in the construction industry, celebrating the building structure reaching its topmost point.
- » We launch our school staff wellbeing survey with Teacher Tapp, to explore the mental health and wellbeing of thousands of teachers across the country. The survey runs parallel with a seven-day consultation of 5,000 Schools in Mind (SiM) network members. Each question on the Teacher Tapp survey receives over 2,400 responses. A resource based on the consultation is published in November 2018.



Young Champion, Jummy, at the topping out ceremony of the Kantor Centre of Excellence, May 2018

"Teaching is a tough job. It can be immensely rewarding but also physically and emotionally draining. Safeguarding and mental health issues can be intense and complex. Children's behavioural and emotional problems are increasing. Many schools recognise this and provide support for their staff. The new focus on children's mental health, though serves as an important reminder to us that we must couple support for school staff with the ambitions we have for children's wellbeing. If we don't, we will be letting down all school staff. If we want our school staff to do what's asked of them, then we need to make sure that their mental health and wellbeing is effectively supported."

– **Professor Peter Fonagy, Chief Executive**

- » BBC1 broadcast their feature documentary, *Back to School with Mum and Dad*, on the ground-breaking work of The Family School, founded by AFNCCF. Rachel Lob-Levyt, in-house documentarian said "the school is a unique and inspiring place, I hope we can do it justice".
- » AFNCCF is shortlisted for a Charity of the Year Award, alongside Redthread, Teddington Trust and Theodora Children's Charity in the Youth category. We are shortlisted for our *You're never too young to talk mental health* campaign, estimated to have reached 500,000 children and young people in nine months.

June

- » We are delighted to be awarded a DfE contract to manage the new pilot scheme to improve mental



Postgraduate alumni adding their memories to a memory tree at the Alumni Event.

health assessments for children entering into the care system. Working in collaboration with Research in Practice, Action for Children and CORC, we will support 10 pilot areas across the country to trial new high-quality mental health assessments to ensure Looked After Children get the right help at the right time.

"Looked After Children are highly vulnerable to emotional and relationship difficulties, putting them at risk of long-term mental health issues and placement breakdown with their carers, so it is vital they get the right help at the right time. The assessment process at an individual level is critical to achieving this. We are very excited to have this opportunity to support improvements through the pilots."

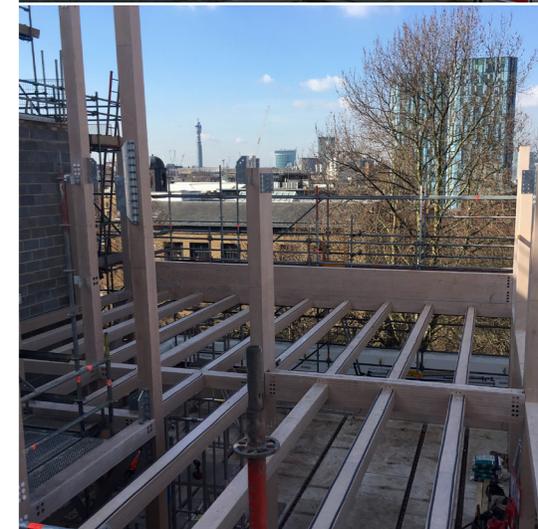
- **Dr Sheila Redfern, Head of Specialist Trauma and Maltreatment Service**

July

- » Past and present students and staff come together to celebrate 25 years of Postgraduate Studies at Maresfield Gardens before the move to the Kantor Centre of Excellence. The garden party features live music, an Anna Freud themed baking competition, a memory tree, commemorative mugs and bags, face-painting and even a coconut shy.

"For over 25 years the AFNCCF has delivered UCL postgraduate programmes in Maresfield Gardens. Over this period, we have built an impressive international alumni network of students who are now clinicians, researchers and policy makers across the globe. The farewell party provided a memorable opportunity for many of them to come together, to reflect on their experiences at the AFNCCF, to meet old friends, and to learn about the plans for our new home in Kings Cross. It was a truly memorable day for staff and students alike that marked an important milestone for the AFNCCF and our collaboration with UCL."

– **Professor Eamon McCrory, Director of Postgraduate Studies**



August

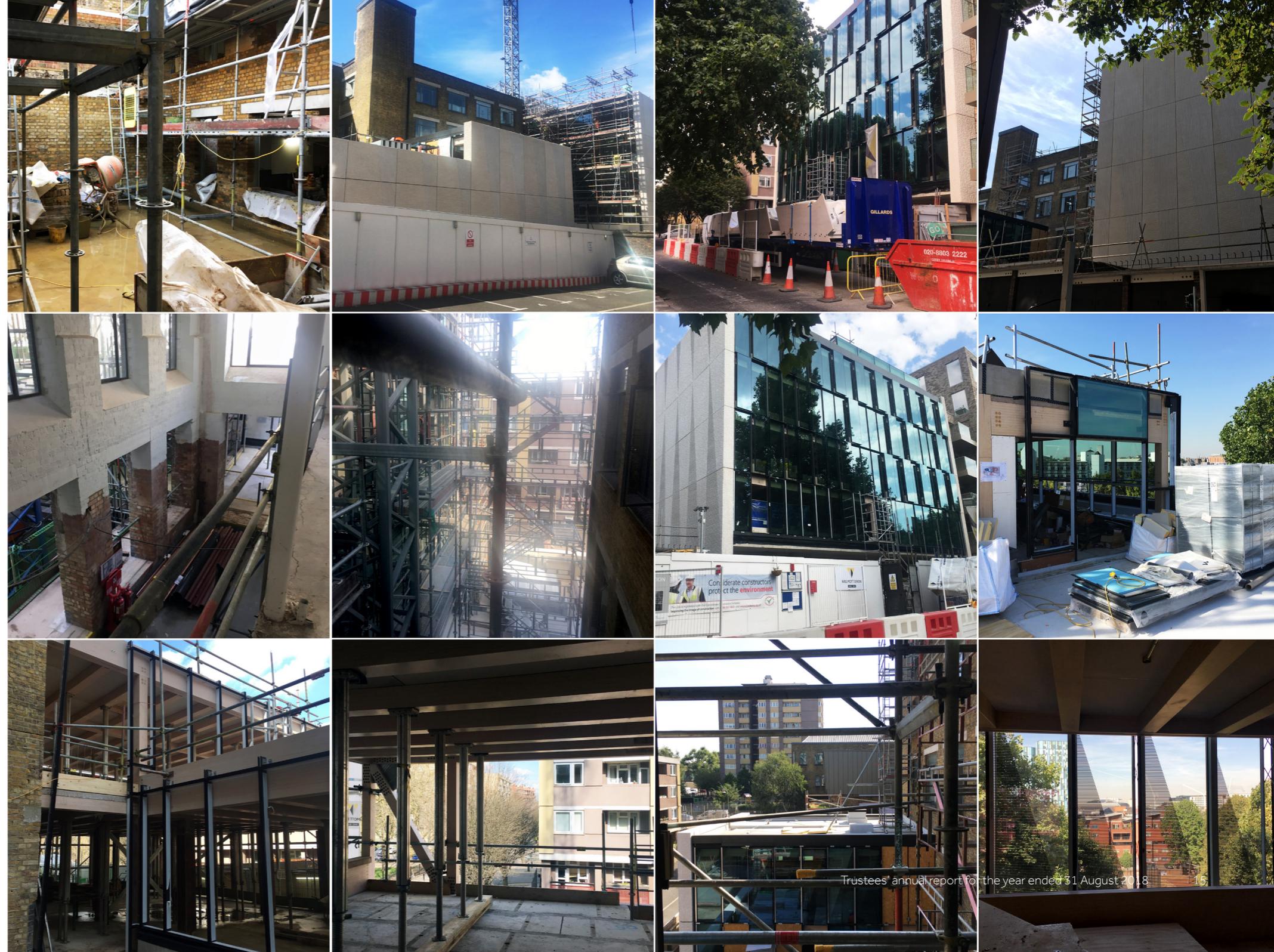
- » Following the Government's external review of school exclusions in March 2018 and launch of an Alternative Provision Innovation Fund (APIF), the AFNCCF is awarded a two-year grant to trial The Family School's parent coaching programme in three new alternative provision (AP) settings nationwide. The APIF provides the opportunity to assess what the impact of the parent coaching programme could be on pupils and families in other AP settings and on the wider education sector.

"We warmly welcome the Government's external review of exclusions and its aim to transform Alternative Provision. There is a great need to address this and to provide support for children whose behaviour often masks complex needs and becomes a barrier to their full participation in the education process.

"As well as making sure that children with complex needs have the support, they need to get their lives back on track, we need to look at how we support mainstream schools and school staff with these issues.

"The Green Paper makes important recommendations about helping schools to address mental health issues more effectively. We are hopeful that a combined strategy, of improving services for excluded children and helping prevent exclusions, will give children the best chance to overcome their difficulties and lead full and fulfilling lives."

– Professor Peter Fonagy, Chief Executive



Achievements and performance

Education and early intervention

Our work in education is underpinned by collaboration with schools and colleges, Clinical Commissioning Groups (CCGs), Government departments, children and young people, parents and carers, school staff, voluntary organisations, donors and many others. These partners bring new perspectives, skills, experience and resources that are vital to achieving our ambition for all settings to be wellbeing schools and colleges. Providing the most appropriate and timely support through schools is strengthened through our services for children under the age of five. After a review, including external experts, we began work to reconfigure these services to form an integrated Early Years Programme, to provide better care, as well as teaching and training to the Early Years workforce.

Universal education and early years settings have a pivotal role to play in intervening early to support children and young people's mental health. This year saw the Government make new commitments to improve resource and capacity within these settings. The launch of the Green Paper (December 2017), 'Transforming children and young people's mental health provision' places schools and colleges at the heart of mental health policy. In part, the paper was informed by our successful delivery of the Department for Education's (DfE) Mental Health Services and Schools Link programme, supporting thousands of schools, colleges, CCGs and voluntary services across England to improve their joint-working and ensure pupils receive timely and appropriate care.

This year the AFNCCF has also been delivering the largest randomised controlled trial of school-based mental health interventions in England with the University of Manchester, UCL and Kings College, as well as the DfE's Peer Support Programme with Place2Be, More than Mentors and

YoungMinds. These programmes are contributing to a much-needed evidence based for mental health approaches, training and teaching for schools and colleges. And crucially, this includes promoting school staff mental health, which we brought to the fore with our Schools in Mind consultation and Teacher Tapp survey.

Targeted interventions and specialist services continue to be a key priority to support some of the most vulnerable groups. This year:

- » Our Schools Outreach Service has undergone a comprehensive evaluation to establish the impact of individual, family and multi-family therapy delivered within schools;
- » The Family School model has been developed into a training programme for alternative provision staff working with excluded pupils, who often have complex needs, to deliver better educational outcomes and wellbeing;
- » We successfully became a provider of the Education and Mental Health Practitioner (EMHP) postgraduate diploma to create and sustain a new workforce working across education and clinical settings.

We have made great strides in our work with schools and colleges, building partnerships with Local Authorities and CCGs across all parts of England. This places the AFNCCF in an exceptional position to support communities with a powerful portfolio of research, tested training and evidence-based interventions to improve child mental health. Our Big Move has begun.





Achievements and performance

Trauma and complex problems

In 2017, events in the UK such as the Grenfell fire tragedy starkly brought into focus a lack of capacity and resource to respond to complex, unpredictable and potentially traumatic problems. Over the year the AFNCCF have collaborated with extraordinary supporters and partners to investigate this gap and establish the need for a more creative, inclusive and child-centred approach to trauma in the UK.

We know that:

- » More than half of young people are exposed to traumatic events;
- » Trauma exposure has a substantial direct impact on the mental health of young people; and
- » More than 1 in 3 adult mental disorders are associated with childhood trauma.

An independent scoping report from Rockpool, commissioned by the AFNCCF, found in a survey of 1,000 professionals, that four out of five respondents in education do not feel confident to deal with trauma. More than 90% of survey respondents were supportive or very supportive of the creation of a UK-wide network related to trauma in children and young people.

In light of the findings of the scoping, the AFNCCF is establishing the UK Trauma Council to bring together the experience and expertise of individuals, groups and organisations working with children and young people who have experienced trauma, to develop and share best practice resources for all communities.

This ambitious project will build on the AFNCCF's long history of tackling the complex and confounding factors impacting mental health. It will be complemented by the continued work of our Specialist Trauma and Maltreatment Service and Child Attached and Psychological Therapies Research unit (ChAPTRe), working with Looked After Children, foster carers, parents and clinical staff across England to improve relationships, stability and the life chances of vulnerable children and young people.

Our commitment to complex problems requires cross-cutting, creative solutions, extending mental health provision beyond traditional silos. Achieving this systemic change is another aspect of our Big Move and one which will require new capacity and resource to explore, test, trial and innovate.

Achievements and performance

Participation and dissemination

Mental health is an issue for everyone. We need to combine the skills and knowledge of practitioners and professionals with families, communities and children and young people, who are experts by experience. This is the approach our new Kantor Centre for Excellence will model. Just as The Family School will be at the centre of the building, our work will always have the active participation of children, young people and parents and carers at the core.

As reported by the Care Quality Commission (CQC) on their 2018 inspection, patient participation is a strength of the AFNCCF. Our Young Champions and Parent Champions have joined interview panels, spoken at events, supported our fundraising efforts and developed information and tools for other parents and young people. For example, we supported one of our parent participation groups to develop and publish Living in temporary accommodation: a parent's survival guide offering tips and advice to parents living in temporary accommodation to help them settle in and look after their family's health and wellbeing.

One of our Young Champions, Amy, embarked on an ambitious project to understand the language barriers children and young people experience when talking about their mental health. The project, Lingo, included a survey of professionals, parents and young people, as well as collating young people's artwork about mental health in collaboration with the Young Producers at the National Gallery. Read more about the project here: www.annafreud.org/on-my-mind/get-involved/lingo/.

In the year we have continued to develop and grow our work with Young and Parent Champions. We recruited nine more Young Champions, bringing the total number to 24, and ran courses on being interviewed by the media and blogging for young people. Following on from the successful launch of You're never too young to talk mental health, we also began work on a follow-up animation aimed at secondary school teachers. We all have mental health. The animation and accompanying resources have been coproduced at all stages – from concept to script to design – and was launched in October 2018 to a fantastic response.

The growth of our Anna Freud Learning Network (AFLN) and Schools in Mind (SiM) network have been vital in providing a platform from which we can disseminate research, guidance and tools and encourage participation from children, young people, parents, carers and professionals alike. It is through this dialogue that the AFNCCF are able to help identify new ways of working and nurture a hub of innovation so that professionals can learn from young people and families' experiences. Working with young people has brought about a new stream of digital activity for the AFNCCF in the year: coproduced web pages for young people to provide relevant, accessible and peer guidance on mental health, seeking help, receiving treatment and self-care. The pages, launched in October 2018, are a key step for the AFNCCF's Big Move.



Our Parent Participation Officer, Myrvete, with one of our Parent Champions

Achievements and performance

Reviewing last year's goals

The year ended 31 August 2018 saw further growth in income, research, networks and training, exceeding targets in many areas. Achieving last year's goals has been a key part of refocusing our strategy and priorities for the coming years and our Big Move.

Kantor Centre of Excellence

- » Complete capital fundraising for the Kantor Centre of Excellence by raising the balance of funds to secure our fundraising target of £15.4 million.

Our generous and unique supporters brought us to our fundraising target of £15.4 million in May 2018. To achieve our ambitious IT transformation plans for our improved ways of working within the new building, we have since secured additional pledges to the campaign, totalling over £0.5 million up to December 2018.

- » Continue to ensure the construction project is delivered on budget and on time to allow AFNCCF activities to relocate by April 2019.

Construction has continued at pace and the building is due to be completed, on schedule, on 4 March 2019. There will be a phased move of all staff throughout April 2019. While the project remains on budget, there have been budget increases: we are investing in a major upgrade of our IT systems to ensure the enhanced collaboration and flexible working opportunities brought by the building are maximised.

- » Deliver an organisational change to our ways of working that facilitates our relocation and drives collaborative working to maximise our impact for improved children and young peoples' mental health.

The Kantor Centre of Excellence provides the physical environment for collaboration and joint-working. In preparation for the move we have been driving collaboration across our programmes, such as creating a Forum of AFNCCF project leads and encouraging agile working across our existing sites. The IT transformation programmes will support this increased creativity and inclusivity, using cloud systems and improving efficiency for all our staff and collaborators.

Teaching and training

- » Continue to deliver the expansion of Children and Young Peoples' Improved Access to Psychological Therapies (CYP IAPT), including contributing to developing training for Wellbeing Practitioners for Children and Young People.

CYP IAPT has continued to deliver training to a further 100 professionals in collaboration with UCL and KCL. Our second cohort of Children's Wellbeing Practitioners started in April 2018 and we were successful in obtaining the contract to deliver the Education and Mental Health Practitioner training (EMHP). The EMHP is a full-time postgraduate diploma, central to the Government's proposals from the Green Paper (2017).

- » To build on this year's successful growth of our training programmes, continuing to reach practitioners and professionals around the world.

Once again, we have seen growth in our training programmes, events and conferences. During the reporting year we trained 8,372 people and held 223 events across 14 different countries. We have increased the number of professionals trained by 47.4% on 2016-17. Income also increased to almost £2 million in this period and average satisfaction rating improved from 4.1/5 to 4.54/5.

Research and evaluation

- » To build on the evaluation of Dynamic Interpersonal Therapy (DIT) and use its evaluation to support improved dissemination into Improving Access to Psychological Therapies (IAPT).

A paper reporting on the evidence for DIT is under review by a peer-reviewed medical journal and is likely to be accepted. After the year-end, the AFNCCF was also successful in a bid to deliver the new extended DIT training curriculum to cohorts nationally as part of IAPT services. The contract will enable us to build capacity within services across England to ensure they can offer DIT to those in need.

- » To complete recruitment into the largest randomised controlled trial of antisocial personality disorder.

In the year we exceeded target recruitment (302) for the Mentalization for Offending Adult Males (MOAM), with 313 male participants meeting the threshold for antisocial personality disorder. Participants are based across 13 sites in England and Wales and to January 2019, only nine participants have dropped out.

Practice and systems

- » Develop innovative support for schools, teachers and parents through a range of activities, including the delivery of You're never too young to talk mental health in primary schools and an extension of this work to secondary schools; and the full roll-out of the Mental Health and Schools Link Pilot using CASCADE, ensuring evidence-based information is easily available to schools.

The *You're never too young to talk mental health* campaign launched in September 2017 has reached an estimated 20,000 primary schools and 500,000 children. The *Talking mental health* animation at the heart of the campaign has been viewed over 1,000,000 times. The second phase of the Mental Health Services and Schools Link Programme using CASCADE has reached 1,100 schools and colleges across England, bringing the total professionals trained across education and health settings to 3,320. A full evaluation of the programme by independent evaluators, Ecorys, is due to be published in Autumn 2019.

- » To review our services to families with children under five and work towards a model of deeper integration.

Following a review of our services to families with children under five, led by Chief Executive Peter Fonagy, independent advisors and Peter Fuggle, Clinical Director, we have now created an integrated framework for an Early Years Programme. The framework brings together a continuum of services for families in universal settings with low levels of need to families in specialist services with high levels of need. This new integrated model is enabling our clinical work with infants and toddlers to be more cohesive, strategic and integrated, ensuring we are reaching and meeting needs.

- » Continue to implement the recommendations of the 2016 Care Quality Commission and prepare for 2018 inspection.

Since 2016, we have fully implemented the recommendations of the CQC's inspection, and this improved ratings for the 2018 inspection. We were rated Outstanding with regards to the effectiveness of our services and the report commented that all feedback from young people and families was extremely positive. Our patient participation, commitment to continuous innovation, research and development, and use of technologies were highlighted as excellent aspects of our services. The report can be read in full at cqc.org.uk.

- » Support The Family School to build on its Outstanding Ofsted judgement, working collaboratively to codify and disseminate its model of intervention.

In December 2017, the AFNCCF was awarded a two-year grant from The Peter Cundill Foundation to fund our work in and with The Family School. This grant has enabled the team to continue their expert mental health input to the School, codify the model and develop training programmes for other alternative provision (AP) schools in the UK to replicate The Family School's successes. In August 2018, we were awarded an AP Innovation Fund grant from the Department for Education, to test our parent engagement for pupil progress approaches in three APs in London, Leeds and Cornwall. The project will contribute to our understanding of the mechanisms and impact of The Family School on the education and lives of some of the more vulnerable children and young people in the country.

- » Develop our partnerships and networks and increase further the membership of our Learning Network by 68.7%.

By August 2017, we had recruited 540 members to the Anna Freud Learning Network (AFLN) and 1,953 of the Schools in Mind (SiM) network. Within the year we increased AFLN membership by 873% to 5,254 and the SiM network by 243% to 6,690 bringing our networks to a total reach of 11,944. These networks of education, mental health and allied professionals have continued to grow with a total membership of 15,522 up to 31 December 2018, exceeding all expectations and previously set targets.

- » Establish a national network to consider how evidence-based guidance, coordination and strategic direction might be offered to support children, young people and families following traumatic national events.

With the backing of The Welton Foundation and St James Place Charitable Foundation, a scoping phase for a national trauma network was delivered by Rockpool consulting. Over 1,000 respondents (49% from education sector and 34% from mental health sector) from across all areas of England showed overwhelming support for the national collaboration and it being led by the AFNCCF. We are now progressing with establishing the network, which will be known as The UK Trauma Council.

Practice and systems *continued*

- » Develop innovative support for schools, teachers and parents through a range of activities, including the delivery of You're never too young to talk mental health in primary schools and an extension of this work to secondary schools; and the full roll-out of the Mental Health and Schools Link Pilot using CASCADE, ensuring evidence-based information is easily available to schools.

The *You're never too young to talk mental health* campaign launched in September 2017 has reached an estimated 20,000 primary schools and 500,000 children. The *Talking mental health* animation at the heart of the campaign has been viewed over 1,000,000 times. The second phase of the Mental Health Services and Schools Link Programme using CASCADE has reached 1,100 schools and colleges across England, bringing the total professionals trained across education and health settings to 3,320. A full evaluation of the programme by independent evaluators, Ecorys, is due to be published in Autumn 2019.

Governance

- » Review and refresh our strategy.

To meet the almost unprecedented complex challenge of children's mental health requires radical thinking and action. Led by the Board of Trustees in collaboration with the Senior Leadership team and a staff group of key programme representatives, we have developed a new five-year strategy. The new strategic priorities for the AFNCCF are: to create a hub of innovation to give the whole community a role in children's mental health; to focus on complex problems and how to tackle them; to inspire others and increase our influence to achieve impact throughout the systems supporting children and young people.

- » Develop the Board of Trustees to increase diversity.

In the year, we welcomed Sally Cairns to the Board of Trustees and since September 2018 have also welcomed, Melanie Chatfield and Nicola Loftus.

Governance

- » Further develop our infrastructure, including a move of IT systems to the cloud and work towards a common database to cover all aspects of the AFNCCF's work.

Work took place over the year to increase the security of our IT infrastructure and 24/7 monitoring has been established. A plan was developed for the design of new cloud-based IT systems and significant user research and discovery work was undertaken to ensure the design was based on user requirements as well as our vision for a secure, collaborative IT solution. The work towards a common database is still at scoping stage and we expect further development on this once we have moved to the new Kantor Centre of Excellence.

- » Ensure AFNCCF is prepared and able to comply with requirements of General Data Protection Regulation (GDPR) by May 2018.

The IG Manager created a programme of awareness around the introduction of GDPR for staff, including staff training on the new legislation, review of existing processes and revision of policies and guidance to meet the new requirements. IG induction sessions are now compulsory for all new staff to ensure they are aware of GDPR requirements, particularly with regard to data breach reporting and data rights.

- » Continue to develop and diversify our fundraising activities.

In addition to the capital campaign, our efforts have continued to build upon and grown our fundraising portfolio. In the year ended 31 August 2018, we increased income from Trusts, Foundations and Funds by 65%, from corporates by 216%, and from community and challenge events by 141% on the previous year. Our success with competitive bids also resulted in a 356% increase in income from tendered contracts.

- » Deliver a breakeven budget for 2019/20.

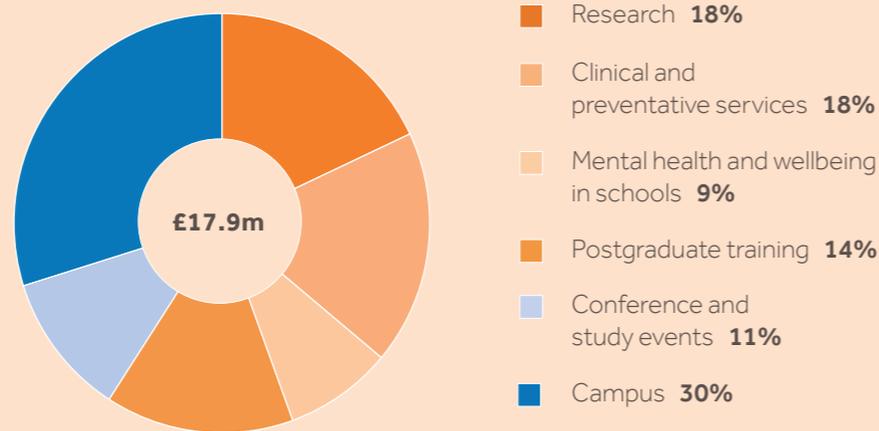
We remain on track to deliver a breakeven budget for 2019/20.

Financial review

The financial statements for the Anna Freud National Centre for Children and Families for the year are shown from page 49 onwards. We are pleased to have increased our underlying income to £12.7 million. Because of this success we have again increased our charitable expenditure, this year by 12%. This is a great platform on which to build ready for the new Kantor Centre of Excellence in 2019.

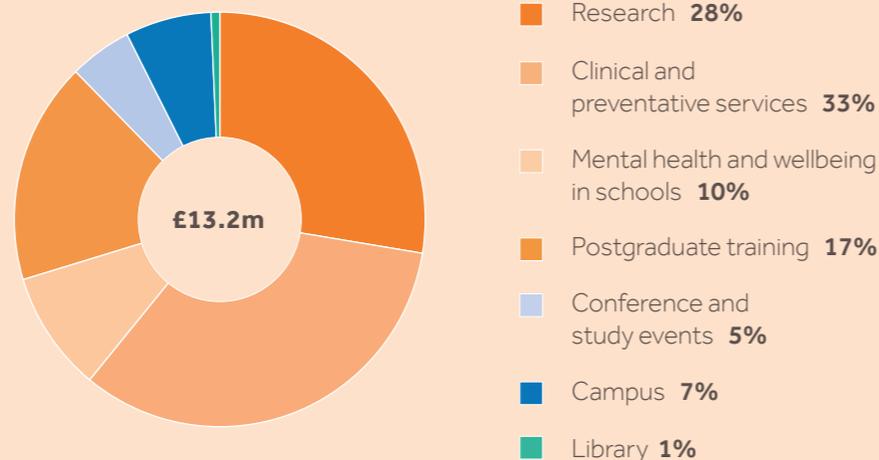
Income

Income generated to support the delivery of the Kantor Centre of Excellence was £5.2m (2017: £2.3m) and reflects good progress towards our overall income target for the construction of the new building. Excluding donations to the Kantor Centre of Excellence our underlying income is £12.7m (2017: £10.7m), an increase of 18% over the previous year. The increase in our underlying income reflects our continued success in delivering training programmes to postgraduate students and mental health professionals.



Expenditure

Charitable expenditure increased during the year by £1.4 million to £13.2 million (2017: £11.8 million). Our spending on Mental Health in Schools reflects both our commitment to The Family School and our information and training provision in both primary and secondary schools.



Kantor Centre of Excellence

In our goal to build our new Kantor Centre of Excellence we would like to thank all our supporters who have helped us to reach our target to raise £5.2m (2017: £2.3m) in the year. This brings the total raised to £15.4m. We are grateful to all our donors and the work of our staff in fundraising this amount. Construction is well underway and our planned completion date remains unchanged for early 2019. The majority of the project costs are reflected in the balance sheet as Tangible assets (see note 6). At 31 August 2018 the total capitalised expenditure for the Kantor Centre of Excellence was £28.9m (2017: £17.0m).

Reserves

Total funds at 31 August 2018 were £31.4 million (2017: £26.9 million) of which £0.9 million (2017: £11.9 million) were free and unrestricted. The decrease in free reserves is because we have as planned, alongside the giving, also invested our reserves in the construction of our new Kantor Centre of Excellence. Our policy is to invest funds in the ongoing expansion of the work and reach of the charity but to retain sufficient levels of available reserves (i.e. excluding fixed assets) to enable us to continue our core strategic activities. Our target is to hold reserves of £1.6m which is the equivalent of two months' expenditure of our core strategic activity. The Trustees have reviewed the reserves policy and consider the above reserves cover to be reasonable. The trustees have approved plans for increased unrestricted fundraising to increase our free reserves to target over the next twelve months.

Investment performance

Our investment policy is reviewed by the Board on an annual basis. In the year, the overall objective remained to achieve income and capital growth over and above inflation. Investments have outperformed this target. Investment income was £52,923 (2017: £39,848). Investment gain was £36,114 (2017: £55,162).

Going concern

The Board of Trustees have reviewed the financial position and believes that there are sufficient resources to manage any financial or operational risks. It is considered that our organisation has adequate resources to continue in operational existence for the foreseeable future. Therefore, the Board continues to adopt the going concern basis of accounting in preparing the accounts.

Fundraising

Capital income

With the build of the Kantor Centre of Excellence well underway, service users and supporters of the AFNCCF came together to show their support for the capital campaign at an intimate Gala at Kensington Palace. The event was only possible with the vision and commitment of Kate Carrafiell, Chair of the Gala Committee, and John Carrafiell, Chair of the Development Board. With their incredible generosity and energy, and that of their fellow guests, we raised an astounding £447,046 on the night in donations and pledges.



Capital pledges and income to 31 August 2018

Against target of £15.4 million

- Individuals and Corporate **44%** ■ To be won **1%**
- Trusts and Foundations **51%**
- Community/Events **4%**

“What we experience when we are very young goes a long way to influencing the adult we become. Children’s mental health is one of the most important issues for society today and finding solutions to achieving balance and wellbeing as adults has to start with understanding the importance of our early years.

“Using evidence-based research is crucial to that understanding and it’s why I’m delighted to be supporting the Anna Freud National Centre for Children and Families. Their Centre of Excellence for children and families, bringing together clinical practice, research, policy makers and the families themselves will transform mental health services for children and families in the UK and beyond.”

- Kate Silverton, BBC presenter and journalist

In addition to the incredible commitment celebrated at the Gala, the year brought further generous pledges from Trustee and Life President Dr Moshe Kantor and The Monument Trust. With new support – such as from Sir Jules Thorn Charitable Trust – we reached our £15.4m philanthropy target in May 2018. Since then, we have continued to work with unique supporters who share our vision to ensure we deliver on our ambitions for the Kantor Centre of Excellence. This has included a major IT transformation programme and new data security measures. To fund these additional costs, we have secured a further £546,886 in pledges to the building up to December 2018.



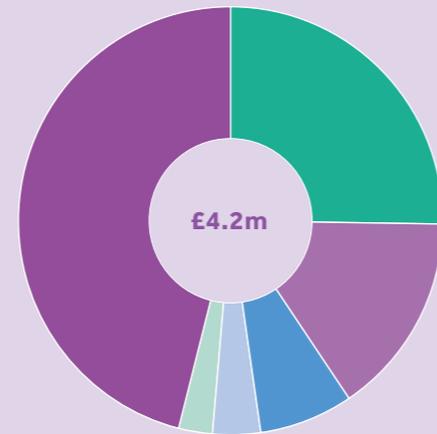
Kate Silverton with families and staff from The Family School at the Gala, November 2017

Revenue income

Community and challenge event fundraising have continued to go from strength to strength. We cannot thank individuals, schools and other community groups enough for showing their support to the work of the AFNCCF. Some highlights include: the London Marathon in April when 15 brave runners raised an incredible £53,998; Dean Stott's world-record breaking cycle journey of the Pan-American Highway for Heads Together, raising £47,000 for the AFNCCF; and St Andrews Charity Fashion Show held in February which raised £18,000 in style.

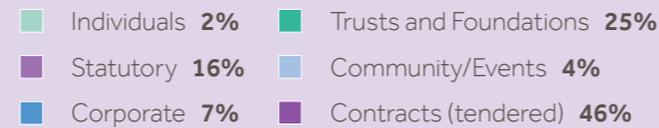
We have also had strong support for our work with schools. As well as commencing delivery on Department for Education programmes to improve the availability and quality of child mental health support in thousands of schools across the country, our work with Jo Malone London and Heads Together has continued. To deliver on the Government's commitment to transform child mental health, as set out in the Green Paper, we have been building on our strategic partnerships with like-minded charities, individuals and institutions, such as Place2Be, YoungMinds Tavistock and Portman NHS Foundation Trust, South London and Maudsley NHS Foundation Trust, University of Manchester and the National Association of Head Teachers. In addition, the AFNCCF were delighted to be awarded a two-year grant from The Peter Cundill Foundation to support The Family School and gain the support of private donors and St James' Place Foundation for the UK Trauma Council.

The Big Move will be an exciting time for the AFNCCF's Fundraising activities, and we look forward to being able to recognise our incredible supporters, who continue to make our ambitions a reality.

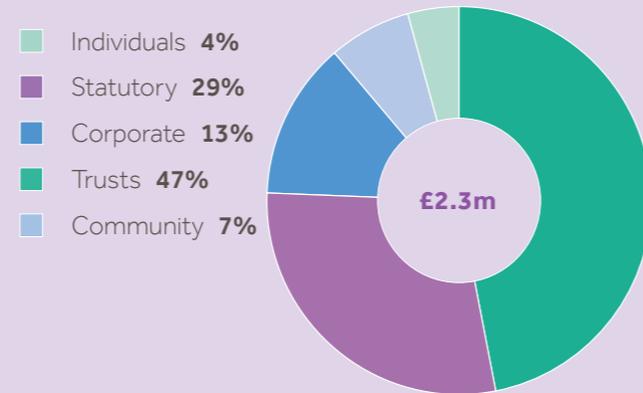


Revenue income 1 September 2017 to 31 August 2018

By income streams



Revenue excluding tendered for contracts



Our approach

We undertake fundraising activity to our supporters via our website, through emails and direct contact at meetings and events, managed and monitored centrally at our head office. We are registered with the Fundraising Regulator in line with the Code of Fundraising Practice and operate a Fundraising and Donations Policy which all volunteers, employees and hired fundraisers must adhere to. We are committed to ensuring that we are completely open and transparent about our fundraising and spending. As members of the Fundraising Regulator's self-regulatory scheme we comply with its principles in all our fundraising:

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

When we benefit from commercial companies raising funds on our behalf through the sale of products, we operate within a written commercial participator agreement to ensure that their activities are not harmful to the AFNCCF, our beneficiaries or supporters. We monitor the activities carried out by those on behalf of the charity for the purpose of fundraising in donor gift agreements and a donor database, recording relevant communications, transactions and agreements.

To protect vulnerable people and other members of the public during fundraising we:

- » Do not undertake any general solicitations by telephone or door-to-door.
- » Ensure communications to the public in the course of carrying out fundraising activities are truthful and non-deceptive.
- » Maintain any and all personal information collected by the AFNCCF confidentially and is not sold, given away or disclosed to any third party without consent.

We received no complaints about our fundraising activity in 2018 (2017: nil).



Acknowledgements and thank you

Without the generous support of charitable trusts and foundations, companies, organisations and individuals, we would not be able to continue our vital work with children, young people and their families who need our help. We would like to take this opportunity to thank and make mention of those who have supported us.

The Albert Hunt Trust
American Psychoanalytic Association
Anderson, Ms E
The Anna Freud Foundation
Astor Foundation
Astor Hostels
Barr Beacon School
Barts Health NHS Trust
Bedford, Mr M & Ms D
Bedford, Mr O
Berkeley Charitable Foundation
Berry Street Foundation
Big Lottery Fund
Bright Minds Talent Show, Camden
Britain Thinks
Butler-Wheelhouse, Ms P
Camden Mayor's Office
Carr-Payet, Ms S
The Chesser Trust
Chilton, Mr A
Clara E Burgess Charity
Colonel W H Micholls Deceased Charitable Trust
Committee for Children
Community Links
Constance Paterson Charitable Foundation
Deer Shed Festival
Department for Education
Department of Health

Depasse, Mr F
Dyson, Ms H
Estate of Audrey Berryman
FutureLearn
Gamage, Ms R
Gilgamesh
Gill, Ms G
Goldberg, Mr A
Goodwin, Ms S
Gray-Steele, Ms J
Great Ormond Street Hospital Children's Charity
Greek Orthodox Church
Hall School
Hands Trust
Harbottle & Lewis LLP
Harding, Ms B
Health Education England
Hertfordshire NHS Partnership Trust
Huppertz, Mr B
Iaciofano, Ms B
The Ibbett Trust
International Psychoanalytical Association Trust
Jarrold, Mr C
Jimac Radio Cars
Jo Malone London
Johal, Mr A
Kent County Council
The Legal Education Foundation

Lewis Family Charitable Trust
Little Sharers
The Lynn Foundation
M&G Real Estate
Manley, Ms K
Manning, Mr L
MariaMarina Foundation
Marie Skłodowska-Curie Innovative Training Network
Marsh Christian Trust
Marshall, Mr J
McAdam, Ms M
McGourty, Mr N
McKie, Ms L
Meyer, Mr V & Ms E
Miller, Ms L
Morgan, Mr N
Moul, Ms V
NHS England
North West London Jewish Day School
Northrop, Mr J
Nunn, Ms A
O'Connell, Ms J
The Peter Cundill Foundation
Phillips, Mr P
Pixel Fund
Primrose Hill Primary School
Psychoanalytic Electronic Publishing
Raperport, Ms E
Riedel, Mr M
Royal Bank of Scotland
The Royal Foundation
Saddlers' Company Charitable Fund
Sarum Hall School
Shorthouse, Mr D

Shorthouse, Mr T
Silvera, Ms K
Simon, Mr J
Simon's Charity
Smith Webb
Spero, Ms M
St Giles-in-the-Field and William Shelton
Educational Charity
St. James's Place Foundation
Stanley Grundy Foundation
Stott, Mr D
The Strangward Trust
Sugasa, Ms C
Sutherland, Ms F
Swire Charitable Trust
The Sylvia Adams Charitable Trust
Tayebeh, Mr A
The Earl of Listowel
UCL
UCL - Institute of Child Health
University of St Andrews
Utley Family Charitable Trust
Vithalani, Mr H
Waitrose Limited
Wellcome Trust
Welton Foundation
Whitley, Mr D
Williams, Mr A
Williams, Ms L
Witheridge, Mr S
Wujastyk, Mr D

Principal risks and uncertainties

Summary of potential risks the Board has identified

As a children's mental health charity, we face a range of different risks. We make every effort to identify and put plans into place to mitigate these risks before they arise.

The Board of Trustees carries out a top-level risk assessment each year and monitors progress quarterly. This process is supported by our Finance Audit and Risk Subcommittee and Quality Assurance Subcommittees. These groups aim to identify and assess major risks to the Centre and to ensure that steps are taken to mitigate these risks as far as possible. The Trustees continue to review the register of risks, which identifies the types of risk and assesses their likelihood of occurrence, potential impact and means of mitigation. Internal risk management processes are integrated into the annual business planning and reporting cycle. Departments and teams identify and manage local activity and project risks.

Strategic

There is a risk that ongoing changes in the external funding environment, including continued uncertainty related to Brexit, may make it more difficult for the AFNCCF to achieve its objectives. To mitigate this risk, we continue to cultivate a more diverse range of funding sources, including from trusts and major donors. In addition, the Executive and Senior Leadership Team have added internal and external resource to support the successful delivery of the new Kantor Centre of Excellence to ensure that it does not put at risk the achievement of the AFNCCF's objectives, its future or its long-term financial viability.

Fundraising

To ensure the AFNCCF has the capacity and resources to deliver on the new five-year strategy, we are working in close partnership with donors to secure unrestricted funding for innovation and creativity, presenting a key challenge for fundraising. With new charity and data regulation, as well as our new IT infrastructure, there is also a risk in not securing sufficient core funding. We continue to be driving diversity amongst our funding portfolio to reduce our risk profile.

Operational delivery

There are a number of potential risks around the operational delivery of and preparation for the move to the Kantor Centre of Excellence in 2019. These include potential disruption to the physical working environment, logistical problems and internal communication difficulties. To mitigate these risks a full professional team has been appointed to project manage and oversee the logistics of the development, including management of the build team. The Board has ensured that the company appointed has clear risk policies and practices in place. We continue to allocate resources to internal communication to ensure that there is as little disruption as possible to existing services whilst maintaining the opportunity to develop new services. We have formed an internal working group focussed on ensuring that preparations for the move are planned and suitably resourced. This group reports into the Board of Trustees on a monthly basis.

Child protection

Safeguarding the children and families we work with remains a key priority. We have safeguarding procedures in place, with mandatory safeguarding levels 1 and 2 training for all staff and level 3 for those working directly with children. All clinicians undertake continuous training and development and have regular supervision. Our Safeguarding Oversight Group oversees any safeguarding concerns, escalating issues to external agencies as appropriate. The Clinical Governance Leadership Group reviews clinical risk at a strategic level, setting policy and guidance for clinical staff.

IT and information governance

Associated risks for our IT systems are routinely managed by an external company. Identified risks, including cyber attacks and unauthorised access to or loss of personal data, are monitored and regularly reviewed. The risks are further mitigated with staff guidance and training. We have robust IT and information governance (IG) policies in place to ensure data is collected, managed and stored appropriately, safely and in line with prevailing legislation. This is overseen by the Information Governance Leadership Group.

All new staff complete introductory IG training and tailored training and guidance are provided to teams. An IG Manager and a Caldicott Guardian are in place to support staff and advise on data risks. We have reviewed our processes and staff guidance to ensure we comply with the General Data Protection Regulation (GDPR) and the newly introduced Data Protection Act 2018. We are NHS IG Toolkit (version 14) compliant and currently working towards our submission for the revised Toolkit, now called the Data Security and Protection Toolkit (DSP Toolkit) and structured around the National Data Guardian's Data Security Standards. Once the Kantor Centre of Excellence is open and new IT systems are deployed, we will begin the certification process for the Cyber Essentials scheme.

In 2018 we reported a phishing attack to the Information Commissioner (ICO) and after review, the incident was closed as the ICO considered appropriate mitigation measures were in place at the time. As a consequence of the attack and in light of a general rise in the prevalence and sophistication of such incidents, we have put in place additional systems monitoring, further supporting staff in their work.



Plans for the future

Strategic five-year objectives

The AFNCCF is developing a new strategic plan with three key objectives:

- 1. Create a hub of innovation**
- 2. Focus on complex problems**
- 3. Strengthen our influence**

The strategic objectives represent an evolution of our existing work to maximise the impact of our work across a broader constituency of people including mental health professionals, schools, community groups. Empowering local communities to deliver improved mental health.

Short-term goals for 2017-18

Our short-term goals for 2018-19 reflect our development to meet our new strategic objectives.

Kantor Centre of Excellence

Our move into the Kantor Centre of Excellence will facilitate all our work by bringing people together to create solutions to complex mental health problems.

- » Deliver a smooth and timely transition to the new Kantor Centre of Excellence, including consolidating the values of creativity, inclusivity and collaboration in our working approach, process and practices.
- » Launch the Kantor Centre of Excellence as a hub of innovation, drive the step-change in child mental health across systems and sector.

- » Model community engagement for improved mental health, empowering the public and reducing the gap between research, clinic and children and young people.
- » Build on our relationship with The Family School to ensure that successful improvements in mental health are communicated.
- » Continue to develop and grow our Northern Hub and extensive national outreach.

Teaching and training

- » Increase training as part of Children and Young Peoples' Improved Access to Psychological Therapies (CYP IAPT) by 50%, including delivering on the Government's Green Paper (2017) proposals to train new education and Mental Health Practitioners as part of the Mental Health Support Teams.
- » Develop a postgraduate course and qualification based on the newly integrated Early Years Programme, to sustain a highly skilled workforce in the UK and beyond.
- » Continue to be a world-leader in delivering evidence-based and expert training programmes internationally, including exploring digital solutions to deliver training more effectively and accessibly.
- » Continue to develop and extend our training of community-based staff in whole system approaches (e.g. AMBIT) to working with socially excluded young people with mental health needs.

- » Innovate the support in education settings across England for children who have been excluded or are at risk of exclusion through our Family School Approach training programme for school staff and leaders.

Research and evaluation

- » Continue to develop and grow the Evidence Based Practice Unit's (EBPU) research strategy on risk, resilience, choice and change, in collaboration with university partners, including major trials such as the evaluation of HeadStart and the DfE's Education for Wellbeing programme.
- » Build on the strong research and practice links between ChAPTRe and the AFNCCF's services, including an Early Years Research Fellow to support the Early Years Programme evaluation.
- » Develop links between researchers at the AFNCCF and social care practitioners working with Looked After Children, to contribute to the evidence base for this population's needs.
- » Continue to maintain low attrition rates for the NIHR MOAM study on antisocial personality disorder, working closely with partner service user organisation, User Voice, to engage participations in the follow-up phase of the trial.

Practice and systems

- » Build our suite of freely accessible resources for schools to support improved mental health and emotional wellbeing amongst pupils, staff and families, including launching a range of training accessible nationally.

- » In partnership with local authorities (LAs) and Clinical Commissioning Groups (CCGs) in, deliver and evaluate the newly modelled integrated Early Years Programme, to support infants and young children at risk of long-term adverse psychological problems associated with difficulties in the parent/child relationship, with a view to rolling out the model nationally.

- » Establish the UK Trauma Council, leading the UK in transforming the help children and young people receive following trauma through innovation, interdisciplinary partnership and collaboration.

- » Continue to be a leading innovator in addressing the mental health needs of looked after children (LAC), including facilitating the locally owned Department for Education assessment pilots, supporting foster carers through the Reflective Fostering Programme and developing methods of assessment to support decisions around care.

- » Consolidate and make effective use of the growing Anna Freud Learning Network and Schools in Mind network to disseminate best practice, better understand our stakeholders and improve cross-sector/national collaborations, with a focus on each network supporting and evidencing self-care strategies and promoting positive engagement with parents and carers respectively.

- » Launch dedicated pages at annafreud.org for and by children and young people, with a focus on creating a comprehensive guide to understanding treatment options, sharing peer content and self-care advice.

- » Continue to be a leading innovator in relation to considering interventions for young people that do not involve mental health professionals.

- » Develop our digital strategy, integrating digital solutions across the AFNCCF's programmes.
- » Support policy makers and others with advice and implementation, including routine outcome monitoring.

Operational

- » Complete the IT and infrastructure set up for the Kantor Centre of Excellence and migration of IT systems to the cloud and begin the next stage of planning to further develop IT solutions which will securely support internal and external collaboration.
- » Successfully submit to the Data Security and Protection Toolkit and complete the accreditation process for the Cyber Essentials scheme.
- » Develop and deliver a new campaign for strategic partners to provide vital unrestricted and core funding.
- » Maximise our income opportunities from the Kantor Centre of Excellence and the Northern Hub to deliver an efficient operation.



Young Champions taking part in Lingo



Pupil and parent from The Family School at the Gala, November 2017



Postgraduate alumni dancing at the Maresfield Gardens event - July 2018

Structure, governance and management

The Anna Freud Centre, operating as the Anna Freud National Centre for Children and Families, is a registered charity, number 1077106. It is set up under its Memorandum and Articles of Association as a company limited by guarantee, registration number 03819888.

The **Board of Trustees** comprises the charity's trustees and the legal directors of the company. Trustees serve a four-year term, after which they are eligible for reappointment. New Trustees are selected through open recruitment. Emphasis is placed on ensuring representation from key stakeholders and any identified skills gap within the Board at the time of recruiting. The Board of Trustees met eight times in the last year.

The Board sets and reviews strategy and monitors operational matters supported by various subcommittees, four of which report directly to the Board. The Board also has oversight of the **Campus Board** (previously Campus Project Subcommittee), which is a fixed term committee managing a distinct project, unlike the other subcommittees whose work is ongoing. All Trustees undertake an induction programme, including a structured introduction to AFNCCF. The performance of individual Trustees and of the Board as a whole is assessed every year.

The **Finance Audit and Risk Subcommittee's** membership includes the Chair and Treasurer. Before submission to the full Board, the Finance Committee reviews the annual accounts, issues relating to internal or external audits, investment and reserves policies, and the remuneration of senior staff. Matters not reserved for decision by the Board of Trustees are delegated to AFNCCF's Executive, consisting of its Chief Executive, Chief Operating Officer and Finance Director.

The **Quality Subcommittee** has oversight of the Clinical Governance Leadership Board, the Safeguarding Oversight Group, any clinical risks, Operations, Health and Safety and research activity not covered by the **Education Subcommittee**. This subcommittee meets termly and is chaired by a Trustee. Its remit is to ensure the Board is properly informed about the quality of clinical services provided by AFNCCF, provide assurance to the Board that the standards of clinical services fully comply with all professional and regulatory standards, provide oversight of the clinical quality assurance systems for AFNCCF and ensure that AFNCCF has effective mechanisms for managing clinical risk, learning from incidents and taking action to reduce risks and improve quality.

The **Education, Yale-AFNCCF Bridge Subcommittee** has responsibility for the Postgraduate activity as well as training and short courses, and is chaired by a Trustee. Its aim is supporting the exchange of scientific and clinical knowledge, learning and experiences between UCL, AFNCCF and Yale.

The **Nominations Subcommittee** has responsibility for the fair and transparent nominations process for Trustee appointments and meets annually or as required. It is also responsible for reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board and making any recommendations for change, as well as keeping under review the leadership needs of the organisation, with a view to ensuring the continued ability of the organisation to achieve its aims.

Key management personnel

Trustees

The Hon Michael Samuel (Chair)
 Ms Sally Cairns (appointed 22.02.18)
 Professor John Cape
 Ms Melanie Chatfield (appointed 12.09.18)
 Dr Moshe Kantor
 Ms Nicola Loftus (appointed 13.11.18)
 Professor Linda Mayes MD
 Mr Peter Oppenheimer
 Mr Daniel Peltz (Treasurer) OBE
 Mr Dominic Shorthouse (Deputy Chair)
 Ms Ruby Wax OBE

Executive

Professor Peter Fonagy, Chief Executive
 Ms Ros Bidmead, Chief Operating Officer
 Mr David Fowler, Finance Director

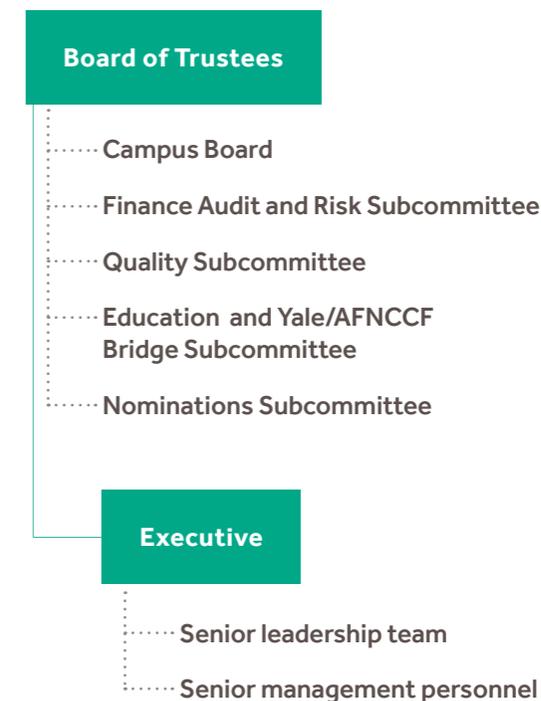
Senior leadership team

Dr Peter Fuggle, Director of Clinical Service Improvement
 Professor Miranda Wolpert, Director of Innovation, Evaluation and Dissemination
 Ms Brenda McHugh, Co-Director of Mental Health in Schools
 Mr Neil Dawson, Co-Director of Mental Health in Schools
 Ms Jaime Smith, Director of Mental Health and Wellbeing in Schools
 Professor Eamon McCrory, Director of Postgraduate Studies
 Mr Jonathan Robinson, Campus Programme Lead

Senior management personnel

Dr Dickon Bevington, Medical Director

For key management remuneration, please see page 63.



Trustees and auditors

Trustees' responsibilities

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

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the

financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

Auditors

The auditors, haysmacintyre, 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 5 February 2019 and signed on their behalf by:



The Hon Michael Samuel
Chair of Trustees
19 February 2019

Independent auditors' 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 2017 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 2018 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- » have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- » have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial

statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 44, 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

Independent auditors' report *continued*

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

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- » the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- » the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- » the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- » the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

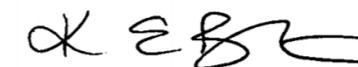
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Use of our report

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



Kathryn Burton

Senior Statutory Auditor, for and on behalf of
haysmacintyre, Statutory Auditors
25 February 2019

10 Queen Street Place, London, EC4R 1AG

Financial statements

Statement of financial activities, incorporating an income and expenditure account

Year Ended 31 August 2018

	Notes	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Income from:					
Donations and legacies	2	199,168	7,288,146	7,487,314	4,037,771
Investments	3	52,923	-	52,923	39,848
Charitable activities					
Clinical and preventative services		2,132,137	1,503,067	3,635,204	2,894,573
Postgraduate training		2,055,083	494,667	2,549,750	2,116,305
Research		541,189	1,629,346	2,170,535	2,096,159
Conference and study events		1,763,431	205,370	1,968,801	1,771,250
		6,491,840	3,832,450	10,324,290	8,878,287
Other		59,227	-	59,227	16,763
Total income		6,803,158	11,120,596	17,923,754	12,972,669
Expenditure on:					
Raising funds					
Fundraising and publicity		278,567	-	278,567	246,211
Investment and management fees	4	183	-	183	7,540
Legal fees		18,312	-	18,312	7,581
		297,062	-	297,062	261,332
Charitable activities					
Clinical and preventative services		3,034,639	1,349,092	4,383,731	4,457,597
Postgraduate training		1,849,805	434,563	2,284,368	2,099,131
Research		1,024,035	2,618,698	3,642,733	3,037,772
Conference and study events		641,262	-	641,262	595,732
Campus		-	915,269	925,269	891,601
Mental health in schools		54,805	1,207,825	1,262,630	603,912
Library		73,064	-	73,064	74,754
		6,677,610	6,525,447	13,203,057	11,760,499
Total expenditure	4	6,974,672	6,525,447	13,500,119	12,021,831

	Notes	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Net income/(expenditure) before investment gains		(171,514)	4,595,149	4,423,635	950,838
Net investment gains		36,114	-	36,114	77,419
Net income/(expenditure)		(135,400)	4,595,149	4,459,749	1,028,257
Transfer between funds	12	(122,557)	122,557	-	-
Net movement in funds before gain on revaluation of assets		(257,957)	4,717,706	4,459,749	1,028,257
Revaluation of assets held for sale	6b	-	-	-	(253,507)
Net movement in funds		(257,957)	4,717,706	4,459,749	774,750
Funds balance carried forward at 1 September	12	17,594,022	9,380,222	26,974,244	26,199,494
Funds balance carried forward at 31 August	12	17,336,065	14,097,928	31,433,993	26,974,244

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

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

Full comparatives are shown in note 17.

Balance sheet

Year Ended 31 August 2018

Registered charity number 1077106, registered company number 03819888

	Notes	2018		2017	
		£	£	£	£
Fixed assets					
Tangible assets	6		29,028,581		17,215,078
Investments	7		1,780,206		1,691,169
			30,808,787		18,906,247
Current assets					
Assets held for sale - property	6b		-	4,324,493	
Debtors	8	5,360,025		4,316,883	
Cash at bank and in hand		5,265,455		8,068,711	
			10,625,480	16,710,087	
Creditors: amounts falling due within one year	9	(10,000,274)		(3,642,435)	
Net current assets			625,206		13,067,652
Creditors: amounts falling due after more than one year	10		-		(4,999,655)
Total assets less total liabilities			31,433,993		26,974,244
Funds	12				
General funds			851,655		11,958,977
Designated funds			16,484,410		5,635,045
Restricted funds			14,097,928		9,380,222
Total funds			31,433,993		26,974,244

The accompanying notes form an integral part of these financial statements. The financial statements were approved and authorised for issue by the Board on 5 February 2019 and were signed below on its behalf by:



The Hon Michael Samuel
Chair of the Board of Trustees



Daniel Peltz OBE
Treasurer

Statement of cash flow

Year Ended 31 August 2018

	2018 £	2017 £
Reconciliation of movement in funds to net cash flow		
Net movement in funds	4,459,749	774,751
Depreciation charges	127,972	155,376
Revaluation of assets held for sale	-	253,507
Income from investments	(52,923)	(39,848)
Unrealised investment (gains)	(36,114)	(77,419)
(Increase) / decrease in debtors	(854,978)	142,177
Increase / (decrease) in creditors	1,313,735	378,206
Net cash flow provided by operating activities	4,957,441	1,586,750
Cash flows from investing activities		
Investment income	52,923	39,848
Purchase of tangible fixed assets	(11,941,475)	(3,805,678)
Purchase of investments	(52,923)	(601,371)
Disposal of investments	-	569,063
Disposal of assets held for sale	4,324,493	7,628,400
Increase/(decrease) in cash	(7,616,982)	3,830,262
Cash flows from financing activities		
Bank loan repayment	(143,715)	(441)
	(143,715)	(441)
Increase in cash and cash equivalents in the period	(2,803,256)	5,416,571
Cash and cash equivalents at the beginning of the period	8,068,711	2,652,140
Cash and cash equivalents at the end of the period	5,265,455	8,068,711
	2018 £	2017 £
Analysis of cash and cash equivalents	5,265,455	8,068,711

Notes to the financial statements

Year Ended 31 August 2018

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

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

Preparation of accounts on a going concern basis

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

Charity information

The Anna Freud Centre (known as Anna Freud National Centre for Children and Families) is a company limited by guarantee (registered number 03819888), and a public benefit entity and registered charity in England and Wales (charity number 1077106). The address of the registered office is 12 Maresfield Gardens, London NW3 5SU.

b) Depreciation

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

Freehold properties are included in the financial statements at valuation. 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 2% per annum

Furnishings and equipment 25% per annum

Assets under the course of construction relate to the Campus Project and will not be depreciated until the project is completed and the assets are in use.

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 restriction/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.

e) Translation of foreign currencies

Bank balances in foreign currencies are translated into sterling at the rate of exchange ruling at the year end and any exchange differences together with exchange differences arising from the conversion of grants received in foreign currencies into sterling during the year are included in the statement of financial activities.

f) VAT

Where appropriate, expenditure includes irrecoverable value added tax.

g) Expenditure

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

h) Employee benefits

Pension costs

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

Short term benefits

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

Employee termination benefits

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

i) Fund accounting

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

Restricted funds consist of amounts subject to special trusts within the objects of the charity either imposed by the donor or by the terms of the appeal.

All income and expenditure is shown in the statement of financial activities.

1. Accounting policies *continued*

j) Financial instruments

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

k) Cash at bank and in hand

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

l) Debtors

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

m) Creditors and provisions

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

n) Critical judgements and estimates

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

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

2. Grants and donations	2018 £	2017 £
Unrestricted funds		
Innovation Pot	-	20,000
Unrestricted general	199,168	80,879
Unrestricted total	199,168	100,879
Restricted funds		
Campus project (formerly Development Fund)		
Kantor Charitable Foundation	1,500,000	-
Pears Foundation	1,000,000	1,000,000
Anonymous donor	500,000	-
Anonymous donor	500,000	-
Garfield Weston Foundation	-	500,000
The Wolfson Foundation	-	325,000
The Monument Trust	500,000	250,000
John Carrafiell Family Fund	-	30,000
Mr P Street	-	25,000
Mr M Sherwood	-	25,000
Mr S Bollinger	-	10,000
The Rosemarie Nathanson Charitable Trust	-	10,000
The Charles Wolfson Charitable Trust	250,000	-
Sir Jules Thorn Charitable Trust	250,000	-
The Peltz Trust	40,000	-
Mr P Oppenheimer	-	50,000
The Peter Samuel Charitable Trust	25,000	25,000
CBRE	20,000	-
Mr L Polisano	20,000	-
The Utley Foundation	10,000	-
Berry Street Foundation	25,000	-
The Clore Duffield Foundation	25,000	-
The Gala	447,046	-
Sundry donors	60,049	27,843
Campus project total	5,172,095	2,277,843

2. Grants and donations <i>continued</i>	2018 £	2017 £
Restricted funds		
Clinical Services and Service Improvement		
Child and Family Traumatic Stress Intervention		
BBC Children in Need	-	34,775
The Rayne Foundation	-	30,000
Anonymous	-	12,500
Child Psychotherapy Services		
Mr K and Mrs P Butler Wheelhouse	-	25,000
The Anna Freud Foundation	9,414	-
The Chesser Trust	9,350	9,350
Sundry donors	4,500	6,600
Early Years Parenting Unit		
Mr V Meyer & Mrs E Meyer	12,500	50,000
The Utley Foundation	10,000	-
Mr D Shorthouse	-	20,000
Empowering Parents Empowering Communities		
Berry Street Foundation	27,844	23,281
PIP		
The Chesser Trust	8,000	9,350
Sundry Donors	4,883	8,720
PIP Luton		
The Sylvia Adams Charitable Trust	5,000	21,508
PIP Microanalysis		
International Psychoanalytical Association	6,776	-
American Psychological Association	9,951	-
SmartGym		
St Giles-in-the-Fields and William Shelton Educational Charity	-	75,000
Market Tech Limited	-	30,000
Multi Family Groups in Schools		
John Lyon's Charity	-	40,000
The Royal Foundation	-	38,070
St Giles-in-the-Fields and William Shelton Educational Charity	31,625	16,500
Sundry Donors	-	13,202

2. Grants and donations <i>continued</i>	2018 £	2017 £
Restricted funds		
Clinical Services and Service Improvement		
States of Mind		
Berkeley Foundation	49,929	-
Other	24,753	99,639
Innovation, Evaluation and Dissemination		
Child Policy Research Unit		
UCL - Institute of Child Health	88,303	35,321
Power Up		
UCL	65,556	-
Power Up 2		
Anonymous	45,000	60,000
ReZone		
Barts Health NHS Trust	26,885	-
Great Ormond Street Hospital Children's Charity	1,625	-
Smart Toys		
Committee for Children	36,149	-
TEAM		
Marie Skłodowska-Curie Innovative Training Network	77,491	64,898
Youth Wellbeing Collaboration (Strategic Grant)		
Department of Health and Social Care	271,409	357,890
Other	66,025	135,736
Postgraduate studies		
The Chesser Trust	9,000	12,000
CEO research projects		
Developmental Neuroscience Unit		
St Andrews Charity Fashion Committee	18,000	-
The UK Trauma Council		
St James's Place Charitable Foundation	73,375	-
Welton Foundation	10,000	-
Systemic Therapy for At Risk Teens - Multi-Systemic Therapy		
UCL	100,141	89,994

2. Grants and donations <i>continued</i>	2018 £	2017 £
Restricted funds		
CEO research projects		
UCL collaborative projects		
Anonymous donor	36,000	36,000
Psychoanalytic Electronic Publishing	52,079	72,573
Other	42,558	54,185
The Family School		
The Peter Cundill Foundation	349,994	-
Anonymous	94,000	94,000
The Mayor of Camden's Office	12,376	23,579
Other	26,398	-
Mental Health and Wellbeing in Schools		
You're Never Too Young to Talk Mental Health		
Jo Malone London	108,901	26,880
Animation		
Jo Malone London	41,717	32,498
The Royal Foundation	245,959	-
Other	3,937	-
Restricted total	7,288,146	3,936,892
Grand total	7,487,314	4,037,771

3. Investment income	2018 £	2017 £
Income from listed investments	52,923	39,848

4. Total expenditure

Total expenditure for the year ended 31 August 2018	Salaries £	Consultants £	PG grants £	Other expense £	Support costs £	Total 2018 £
Cost of raising funds						
Fundraising and publicity	232,860	4,708	-	20,174	20,825	278,567
Investment management fees	-	-	-	183	-	183
Legal fees	-	-	-	18,312	-	18,312
	232,860	4,708	-	38,669	20,825	297,062
Charitable expenditure						
Clinical and preventative services	2,962,112	393,409	10,783	689,713	327,714	4,383,731
Postgraduate training	1,357,867	496,483	(18,076)	277,322	170,772	2,284,368
Research	1,910,393	866,103	144,921	448,996	272,320	3,642,733
Conference and study events	213,352	256,165	1,285	122,521	47,939	641,262
Campus	61,653	33,575	1,834	749,785	68,422	915,269
Mental health in schools	641,195	284,981	104,165	137,899	94,390	1,262,630
Library	54,644	1,000	146	11,812	5,462	73,064
	7,201,216	2,331,716	245,058	2,438,048	987,019	13,203,057
Total expenditure	7,434,076	2,336,424	245,058	2,476,717	1,007,844	13,500,119

Total expenditure for the year ended 31 August 2017	Salaries £	Consultants £	PG grants £	Other expense £	Support costs £	Total 2017 £
Cost of raising funds						
Fundraising and publicity	209,248	(600)	-	19,225	18,338	246,211
Investment management fees	-	-	-	7,540	-	7,540
Legal fees	-	-	-	7,581	-	7,581
	209,248	(600)	-	34,346	18,338	261,332
Charitable expenditure						
Clinical and preventative services	2,988,135	709,218	18,048	410,192	332,004	4,457,597
Postgraduate training	1,365,112	381,123	30,266	166,285	156,345	2,099,131
Research	2,072,773	553,170	(93,053)	278,627	226,255	3,037,772
Conference and study events	302,889	118,929	2,161	127,383	44,370	595,732
Campus	88,324	3,030	3,234	730,606	66,407	891,601
Mental health in schools	369,784	53,874	102,191	33,083	44,980	603,912
Library	56,022	254	271	12,639	5,568	74,754
	7,243,039	1,819,598	63,118	1,758,815	875,929	11,760,499
Total expenditure	7,452,287	1,818,998	63,118	1,793,161	894,267	12,021,831

4. Total expenditure <i>continued</i>	2018 £	2017 £
Support costs		
Computer costs	361,160	239,474
Property maintenance	181,452	112,490
Printing, postage and stationery	65,236	58,367
Telephone	34,171	23,894
Rates	34,362	28,270
Insurance	54,807	51,026
Depreciation	111,069	139,897
Light and heat	33,788	31,117
Office expenses	15,648	182,482
Bank charges	30,373	114,887
Travel costs	7,423	13,299
Foreign exchange gains	(2,429)	(734)
Staff related costs	56,930	85,131
Other costs	4,598	(213,233)
Governance	19,256	27,900
	<u>1,007,844</u>	<u>894,267</u>

Support costs are allocated to activities in the ratio of each activity's direct expenditure as this is considered to be a reasonable reflection of usage.

Governance costs include audit fees of £15,750 (2017: £15,000). Additional fees of £nil were paid to the auditors in the year (2017: £6,300). The release of deferred grants in 2017 of £207,190 was allocated to other costs.

5. Staff costs and numbers	2018 £	2017 £
a) Staff costs		
Wages and salaries	6,486,164	6,509,110
Social security costs	627,641	624,142
Pension costs	320,271	325,035
	<u>7,434,076</u>	<u>7,458,287</u>

Staff costs include seconded and agency staff costs amounting to £526,531 (2017: £314,089).

Emoluments over £60,000	2018 No.	2017 No.
£60,001 - £70,000	3	3
£70,001 - £80,000	3	1
£80,001 - £90,000	2	3
£90,001 - £100,000	2	1

Pension contributions of £34,544 were made to those receiving emoluments over £60,000 (2017: £36,921).

The total remuneration paid to key management personnel in the period was £553,948 (2017: £419,662).

The average number of employees analysed by function was:	2018 No.	2017 No.
Clinical and preventative services	97	91
Postgraduate training	83	70
Research	63	57
Conference and study events	0	0
Mental health in schools	15	5
Library	1	1
	<u>259</u>	<u>224</u>

b) Trustees

No trustee received remuneration for their services during the year (2017: £nil). Reimbursed expenses were £nil (2017: £nil).

6. Tangible fixed assets	Freehold land £	Freehold properties £	Furnishings and equipment £	Assets under construction £	Total £
Cost					
At 1 September 2017	8,110,690	2,591,944	1,219,009	6,523,306	18,444,949
Additions	-	-	29,668	11,911,807	11,941,475
Disposals	-	-	(985,038)	-	(985,038)
At 31 August 2018	8,110,690	2,591,944	263,639	18,435,113	29,401,386
Depreciation					
At 1 September 2017	-	159,988	1,069,883	-	1,229,871
Charge for the year	-	51,839	76,133	-	127,972
Disposals	-	-	(985,038)	-	(985,038)
At 31 August 2018	-	211,827	160,978	-	372,805
Net book value					
At 31 August 2018	8,110,690	2,380,117	102,661	18,435,113	29,028,581
At 31 August 2017	8,110,690	2,431,956	149,126	6,523,306	17,215,078

Included within assets under construction are borrowing costs totalling £145,985. These borrowing costs have been incurred wholly in the acquisition and construction of tangible fixed assets.

The Anna Freud Centre has entered into a contract with Willmott Dixon to construct the Kantor Centre of Excellence at Kings Cross.

The total value of the contract is £18.4m including VAT. At 31 August 2018 costs incurred were £13.7m.

6b. Assets held for sale

The premise of 21 Maresfield Gardens, accounted for as a fixed asset until 2014/15 under freehold land and buildings, was classified as current assets with a value of £4,578,000 in the year to 31 August 2016.

The property was sold on 5 March 2018 for a price of £4,324,493.

7. Investments	2018 £	2017 £
Market value at 1 September	1,691,169	1,581,441
Additions	52,923	601,371
Disposal proceeds	-	(569,062)
Net investment gains	36,114	77,419
Market value at 31 August 2017	1,780,206	1,691,169
Historical cost at 31 August 2017	1,504,040	1,504,040
Listed investments (market value)		
UK fixed interest	227,932	242,903
UK equity shares	298,388	453,048
Overseas equities	804,771	615,558
Property	163,524	143,415
Alternative assets	163,481	180,535
Market value of listed investments	1,658,096	1,635,459
Cash	122,110	55,710
Total	1,780,206	1,691,169

The investment managers Sarasin and Ruffer, 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 2018 was £183 (2017: £7,540).

8. Debtors	2018 £	2017 £
Trade debtors	2,311,698	935,763
Prepayments and accrued income	2,860,163	3,381,120
Other debtors	188,164	-
	<u>5,360,025</u>	<u>4,316,883</u>

Debtors: amounts falling due within one year	2018 £	2017 £
Trade debtors	2,311,698	935,763
Prepayments and accrued income	2,860,163	2,341,120
Other debtors	188,164	-
	<u>5,360,025</u>	<u>3,276,883</u>

Debtors: amounts falling due after one year	2018 £	2017 £
Prepayments and accrued income	-	1,040,000
	<u>-</u>	<u>1,040,000</u>

9. Creditors: amounts falling due within one year	2018 £	2017 £
Trade and other creditors	1,810,199	557,537
Taxation and social security costs	-	56,285
Accruals and other deferred income	3,190,420	2,884,898
Bank loans	4,999,655	143,715
	<u>10,000,274</u>	<u>3,642,435</u>

Analysis of other deferred income	2018 £	2017 £
Other deferred income at the start of the period	2,884,898	1,366,241
Amounts released to income in the year	(2,239,898)	(944,061)
Amounts deferred in the year	2,545,420	2,462,718
Other deferred income at the end of the period	<u>3,190,420</u>	<u>2,884,898</u>

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

A partial fixed rate commercial loan has been taken out with Barclay's bank PLC secured against the freehold land at Rodney Street N1 9JH. One part of the loan is fixed and the other variable. The fixed part of the loan is for £1,787,500 and has a rate of 4.102% for 5 years from the 15 August 2014. The variable loan is for £1,787,500 and has a rate of 2.12% above LIBOR for 5 years from the 15 August 2014. The loan will need to be paid back or renewed on the 14 August 2019.

Two further loans were taken out with Barclay's bank plc secured against 12-14 Maresfield Gardens NW3 5SU. Both loans are interest only with one being fixed and one being variable. The fixed loan is for £1,000,000 and has a rate of 4.102% for 2 years from the 13 August 2017. The variable loan is for £1,000,000 and has a rate of 2.12% above LIBOR for 2 years from 13 August 2017.

10. Creditors: amounts falling due in more than one year	2018 £	2017 £
Bank loans	-	4,999,655
The analysis of bank loans is as follows:		
Due in 1-2 years	-	4,999,655
Due in 3-5 years	-	-
Due beyond 5 years	-	-
	<u>-</u>	<u>4,999,655</u>

11. Operating lease commitments	2018 £	2017 £
Operating leases	108,123	265,353
	108,123	265,353

The charge reflects one property held under an operating lease until 9 May 2019.

12. Statement of funds	1 September 2017 £	Income £	Expenditure £	Investment gains and revaluations £	Transfers £	31 August 2018 £
General funds	11,958,977	6,795,292	(6,922,780)	36,114	(11,015,948)	851,655
Designated funds						
Fixed asset fund	4,406,070	-	-	-	11,540,284	15,946,354
Postgraduate studies	416,773	-	-	-	(416,773)	-
EBPU	582,082	7,866	(51,892)	-	-	538,056
MBT research	59,995	-	-	-	(59,995)	-
CYP IAPT	129,800	-	-	-	(129,800)	-
Innovation pot	40,325	-	-	-	(40,325)	-
Total designated funds	5,635,045	7,866	(51,892)	-	10,893,391	16,484,410

Details of designated funds

Fixed asset fund

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

Postgraduate studies

When possible, self-generated funds are designated for this strategic development.

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.

MBT (Mentalization Based Treatment) Research

The development of mentalization based interventions and training are an important AFNCCF initiative. A portion of income from all MBT Trainings is designated to develop our work in this area.

CYP IAPT (Children and Young People's Improving Access to Psychological Therapies)

The CYP IAPT Project is a Service Transformation Project for Child and Adolescent Mental Health Services (CAMHS). The focus of CYP IAPT is on extending training to staff and service managers in CAMHS and embedding evidence-based practice services, making sure that the whole service, not just the trainee therapist, use session by session outcome monitoring. Funds are for the implementation of the training element of CYP IAPT.

Innovation pot

The innovation pot fund is made up of unrestricted donations and will be used to fund innovative projects that require funding.

Restricted funds	1 September 2017 £	Income £	Expenditure £	Investment gains and revaluations £	Transfers £	31 August 2018 £
Campus project	8,388,050	5,222,093	(915,269)	-	-	12,694,874
Mental health and wellbeing in schools	61,026	1,020,641	(865,541)	-	-	216,126
The Family School	37,314	485,301	(342,284)	-	-	180,331
Postgraduate studies	134,779	503,667	(434,563)	-	-	203,883
Clinical projects	86,645	1,139,890	(1,349,092)	-	122,557	-
Research projects	672,408	2,749,004	(2,618,698)	-	-	802,714
Total restricted funds	9,380,222	11,120,596	(6,525,447)	-	122,557	14,097,928
Total funds	26,974,244	17,923,754	(13,500,119)	36,114	-	31,433,993

13. Related parties and related party transaction

We are very grateful to Dr Moshe Kantor who as Trustee and Life President of The Anna Freud Centre has increased his support by £1.5m to a total commitment of £7.5m. In the year to 31 August 2018 Dr Kantor made payments of £1.75m towards his total commitment of £7.5m. This brings his payments to £5.75m with the remaining donation scheduled for payment in July 2019.

Other trustees and related parties made donations totalling £76,950 in the year to The Anna Freud Centre.

14. Pension commitments

The organisation makes contributions to personal pension schemes on behalf of some of its employees. Contributions in the year totalled £320,271 (2017: £325,035). Amounts owing to the scheme at 31 August 2018 were £42,042 (2017: £nil).

15. Analysis of net assets between funds	General funds £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	15,946,354	13,082,227	29,028,581
Investments	-	1,780,206	-	1,780,206
Long term creditors	-	-	-	-
Net current assets	851,655	(1,242,150)	1,015,701	625,206
	<u>851,655</u>	<u>16,484,410</u>	<u>14,097,928</u>	<u>31,433,993</u>

16. Comparative financial statement of financial activities (2017)	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £
Income from:			
Donations and legacies	100,879	3,936,892	4,037,771
Investments	39,848	-	39,848
Charitable activities			
Clinical and preventative services	2,198,279	696,294	2,894,573
Postgraduate training	1,505,967	610,338	2,116,305
Research	1,068,315	1,027,844	2,096,159
Conference and study events	1,055,834	715,416	1,771,250
	<u>5,828,395</u>	<u>3,049,892</u>	<u>8,878,287</u>
Other	16,763	-	16,763
Total income	<u>5,985,885</u>	<u>6,986,784</u>	<u>12,972,669</u>
Expenditure on:			
Raising funds			
Fundraising and publicity	246,211	-	246,211
Investment and management fees	7,540	-	7,540
Legal fees	7,581	-	7,581
	<u>261,332</u>	<u>-</u>	<u>261,332</u>
Charitable activities			
Clinical and preventative services	3,287,093	1,170,504	4,457,597
Postgraduate training	1,648,182	450,949	2,099,131
Research	1,454,252	1,583,520	3,037,772
Conference and study events	514,243	81,489	595,732
Library	160,996	730,605	891,601
Mental health in schools	133,088	470,824	603,912
	<u>7,272,608</u>	<u>4,487,891</u>	<u>11,760,499</u>
Total expenditure	<u>7,533,940</u>	<u>4,487,891</u>	<u>12,021,831</u>

18. Comparative financial statement of financial activities (2016) <i>continued</i>	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £
Net income/(expenditure) before investment gains	(1,548,055)	2,498,893	950,838
Net investment gains	77,419	-	77,419
Net income/(expenditure)	(1,470,636)	2,498,893	1,028,257
Transfer between funds	387,352	(387,352)	-
Net movement in funds before gain on revaluation of assets	(1,083,284)	2,111,541	1,028,257
Revaluation of assets held for sale	(253,507)	-	(253,507)
Net movement in funds	(1,336,791)	2,111,541	774,750
Funds balance carried forward at 1 September	18,930,813	7,268,681	26,199,494
Funds balance carried forward at 31 August	17,594,022	9,380,222	26,974,244



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