

# A YEAR LIKE NO OTHER

CALM ANNUAL  
REPORT 2020-21

CAMPAIGN  
AGAINST  
LIVING  
MISERABLY  
**CALM**

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# CAMPAIGN AGAINST LIVING MISERABLY CALM

## INTRODUCTION FROM THE CHAIR OF THE TRUSTEES

Any Annual Report from 2020/21 is going to read like no other before it.

While everything in the world shifted within the space of 12 months, I am relieved to introduce a report on how CALM is and remains rock solid.

If I think back to the afternoon of Tuesday 17th March 2020, I headed to our offices to sign a lease on our very first HQ - a Red Letter day in the journey of the organisation.

A clamour was heightening around the emergence of COVID 19, even if the Government continued to despatch reassuring noises that it was not going to bring the country to its knees.

The executive team had taken the view to send the whole team home for a 'short' period to get set up for the gathering storm.

By Friday 20th, our CEO Simon Gunning messaged me to say that our previously stoic and consistent pulse of income had fallen off a cliff.

As we closed out 2019/20 our income had grown 60%. We had seen our services capacity grow by 50% to meet the hitherto unseen demand as a mental health wave grew. Our growth projections for 2020/21 were ambitious, yet indicatively achievable. Yet that week income dropped as low as 2.5% of our daily expectations, whilst within a few weeks demand for our helpline services jumped 37%.

Our rallying cry was not to just to batten down the hatches and ride it out, but to pivot: A change in operating model to manage the ongoing workflow remotely; a radical shift to virtual campaigning; a shoring up of our services; and a call to arms for existing grant-funders and our corporate partners and friends to step in to bridge the gap left by a public largely unable to fund-raise in their usual manner.

Within weeks, we had agreed a revised income forecast at less than 25% of the year's budget, with a view to deploying significant reserves in order to keep the organisation mobilised and our services from being compromised in the face of crisis.

Then the tide started turning. Through operational smarts and sheer conviction, our pivot was pretty seamless. Our corporate partners and funders leaned into the surge. Not only did we sustain our services through a seismic shift in income, across the year we invested in further capacity to ensure that we maintained our ability to serve people in crisis with the same drive and consistency as ever. The

apparent 'dead cat bounce' of funding revealed itself a 'spring chicken' – a genuine rebirth.

If we were to list the many, many vital people who stepped up in 2020/21, we would need a rather bigger annual report. Starting with our staff, our many supporters and supporting organisations, in brief, we should mention Carling, the Department of Health and Social Care, Topshop/Topman, Invesco, ITV, P&G, Dave, Comic Relief, Royal Foundation, National Lottery, The Julia and Hans Rausing Trust and National Emergency Trust.

We end the year having almost achieved our original budget – a feat of unconscionable skills and scale. It has taken gargantuan resources both mentally and physically to achieve this. And it has taken its toll on all. But the glow of success is even warmer in the face of such adversity. Simply, a single life saved from death by suicide is enough to keep everyone motivated to prevail.

### Of course, we are not alone.

I humbly doff my hat to all the visionaries, campaigners, funders, fundraisers and workers in the charitable sector, for finding the muscle and mettle to dig in, to persist in unflinching service to a public living through a global crisis.

In fact, I believe 2020 will be remembered as the year we all found strength and purpose in each other and our communities, united not just as workers going about our daily business, but as cornerstones of society's pathway through adversity.

Yet, while we might heave a sigh of relief that 2020 is in the past, we should steel ourselves for another year ahead like no other before it. We have arrived at a new starting line. We cannot forecast what 2021 will bring; but on the evidence of only a few weeks, it seems even greater change.

So, as we embark on our tentative steps out of lockdown to understand the true toll of the many societal hardships brought about by COVID 19, at CALM we stand firm with you all.

### We are united against suicide.

*James Scroggs*

J Scroggs, Chair  
03/08/2021

IN 2020/21, THE CALM  
HELPLINE ANSWERED

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147,280

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 CALLS  AND... WEBCHATS

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THAT'S A CONTACT EVERY  
62 SECONDS

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# A YEAR LIKE NO OTHER

“THE SERVICE YOU'RE  
PROVIDING FOR PEOPLE  
RIGHT NOW IS SOMETHING  
ELSE. IN A TIME WHERE  
THE WORLD SEEMS TO  
HAVE CRASHED, JUST  
HAVING SOMEONE TO  
TALK TO REALLY HELPS.”

WEBCHAT USER

Needed now, more than ever

It's no understatement to say that Covid-19 and the subsequent restrictions turned people's lives upside down.

The pandemic changed the world as we know it. By April 2020 it was obvious that this was not an issue that would go away in a matter of weeks. Words like 'lockdown' and 'furlough' - words that we'd never really used before - were now all people were hearing and the toll on people's mental health started to show.

There was the devastating loss of life, the social isolation and the panic and uncertainty over work, money and the future. It left so many individuals and families suffering. There was a huge rise in concerns around personal mental health as a result of things like loneliness; unemployment; housing and income stress; domestic abuse and grief and loss.

All this meant that CALM's services were needed more than ever. Our helpline saw a 36% increase in demand this year with more than 147,280 calls and chats answered in the year. That means someone contacted us every 62 seconds.

Here for people throughout lockdown.  
No matter what.

## FLATTENING THE MENTAL HEALTH CURVE

The pandemic has been tough for all of us – and it has made our mental health worse. We knew the next challenge we'd have to face after flattening the curve of infections, was flattening the mental health curve. And with an estimated half a million more people likely to experience mental health problems as a result of the economic impact of the pandemic, it was vital that we acted quickly to make sure people knew we were there to support them.

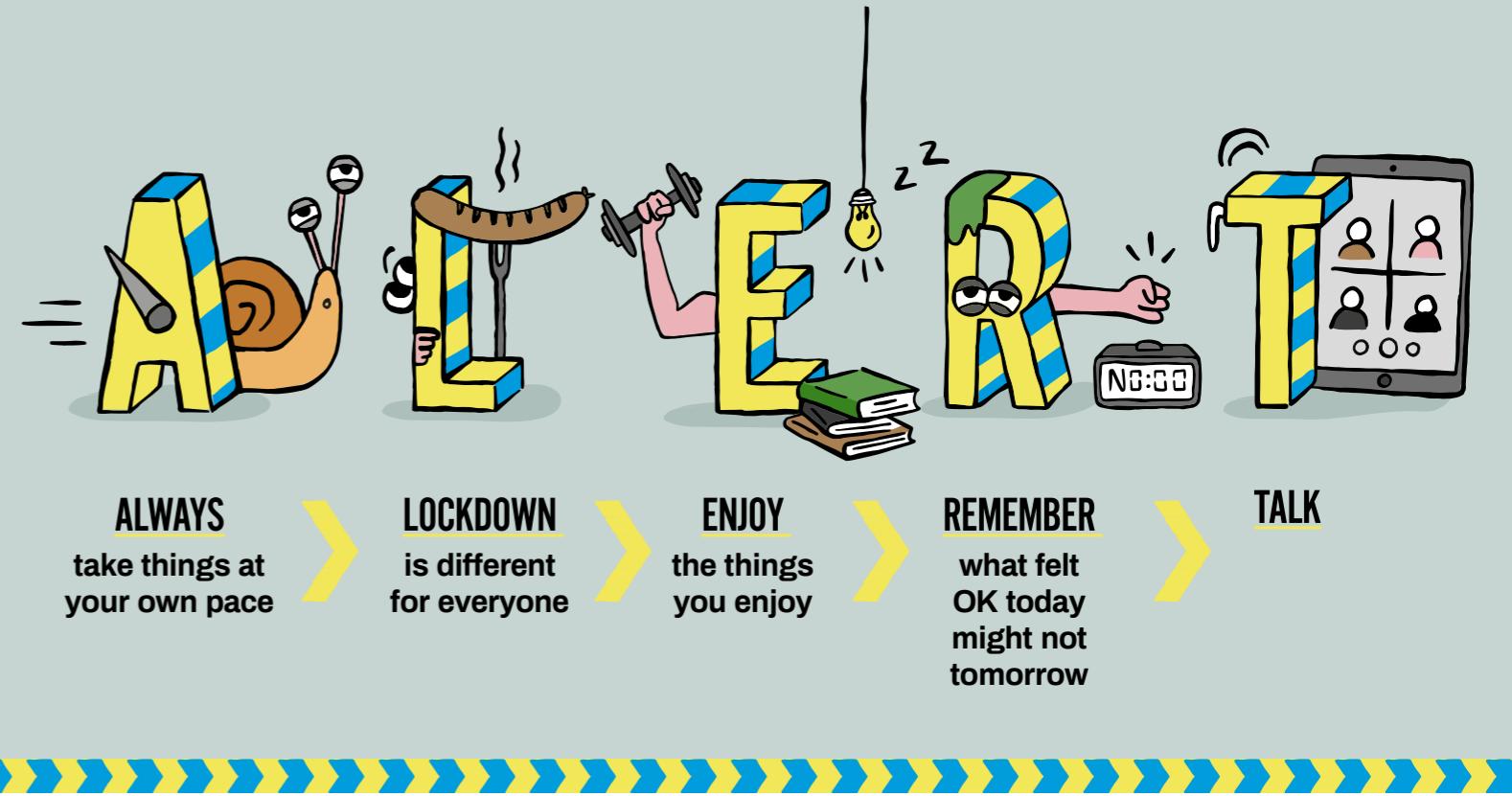
So we launched a campaign that showed we all had an active role to play in flattening the curve for a nation struggling with its collective mental health. We got our message out through digital outdoor ads shown across the country, and on our website we shared practical, easy-to-carry-out steps to help us achieve our mission. Whether it was by educating yourself, pushing the government to do more or normalising the conversations around mental health, we showed there were many ways to join in and play your part.



### CAN'T SEE A WAY FORWARD? CALM IS HERE

The last 12 months have been like no other. So many of us have experienced struggles with our mental health, from social isolation, unemployment and money worries, through to domestic abuse, grief and bereavement. All of which have meant CALM's helpline was needed now, more than ever. So we took over billboards and bus stops across the country to help more people see a way forward.

The ads featured different lines that articulated how people could be feeling - and each ended with the solution: talking to CALM. We showed that if you felt like your life had turned upside down, we were here to help you see the future clearly.



### A LITTLE HELP TO GET YOU THROUGH THESE WEIRD TIMES

As people adapted to working from home, furlough, the lack of loo rolls and the rise of banana bread, we worked hard to give people advice on how to navigate these weird times. From turning off the news when overwhelmed, to staying connected while apart, we made sure we had lockdown advice covered. We even launched a **Covid Blocker** to help people who needed a covid break get online without being bombarded by the C word.

We also worked hard to keep people entertained. With people unable to go out, we put on **The Lock In** which saw comedians and musicians take over our Instagram Live - it was like the best Friday night out, all from the comfort of your front room.

We also launched the **CALM Comedy Club** live on Twitter which saw us get over 1 million views over 5 days. And Lewis Capaldi streamed an acoustic live show from his sofa.

Most importantly, through all this, we continued to encourage people to reach out for help, and to contact CALM when they were struggling.

### HERE TO MAKE LOCKDOWN EASING, EASIER

We all experienced the last 12 months in different ways. We were all on different timeframes. So, as we went through the year with the easing of restrictions followed by a new wave of infection seeing us locked down again, we were there throughout the year with advice and support.

We knew that with the increasingly blurred lines of what 'lockdown' meant to some, it was a minefield to try and work out what you were comfortable with. A poll on our social channels revealed 75% of us felt anxious about the lifting of restrictions.

So last July we put together five tips to help make getting back out there a smoother, simpler and a little more fun for everyone. We used the handy and memorable acronym **ALERT**.

Then in 2021 as infection rates fell and a growing number of people were vaccinated, we created our own Roadmap for people with guidance to make lockdown easing easier for all those who were anxious about a return to 'normal' life.

We also launched campaigns to help people too - whether they were finding it difficult to find the words or needed a team talk:

## #FEELIKECRAP? WE'VE GOT AN EMOJI FOR THAT

We've all been there – especially in these last 12 months. Feeling so crap that when a mate asks you something, you type out – then delete – loads of messages because you just can't find the words to explain. So, one year after the first lockdown was announced on 23 March 2020, we took the fact that people were feeling crap (literally) and came up with a new poop emoji that you can use to show your mates and family how you feel when words fail you.

It was a way to start to open up and show you're not doing well – so that if things do get really tough it's a little easier to speak up.

We launched the campaign with the help of our ambassadors and called on Unicode Consortium (the emoji decision makers) to include it on every phone and device so people can take the first steps towards telling a friend or loved one that they are struggling with their mental wellbeing and need to talk.

## CARLING - CARING TEAM TALKS

As lockdown hit, football was off – but even when we were at home and were social distancing, we knew you could still captain your team from your front room. That's why we teamed up with Carling to launch our Caring partnership with a powerful message about looking out for your squad. From England legend Stuart Pearce through to Everton captain Seamus Coleman, we got some big names from right across the world of football to help us out and deliver inspiring team talks to help us through lockdown.

As part of the campaign, Terry Butcher shared the story of his son Chris - an emotive and powerful reminder of the people we want to reach at CALM.

"Mental health problems can tear individuals and families apart – our family is one of many that felt helpless and frustrated as we tried to understand our son's illness and despair.

Chris very much felt isolated and alone, even though we were there for him; it would have been a great help to have had someone who was unconnected to the family to speak to."



#FeelLikeCrap

## HEAD & SHOULDERS

In April 2020, as lockdown began in the UK, we partnered with Head & Shoulders who were keen to make a difference for those who were struggling by helping make things a little easier in what were unprecedented, weird times.

Under the banner of #ApartButTogether, we teamed up to help people stay connected and well at home. From top tips to 'keep a clear head' on their website, through video content featuring ambassadors Claudia Winkleman and England international footballers, to a 5 second CALM spot on their TV ads, the CALM x Head & Shoulders partnership to date has reached over an incredible 52 million impacts.



## JOE MARLER HELPS THOSE WHO CAN'T FIND THE WORDS

England international rugby player Joe Marler not only became a CALM ambassador in the last year - he also teamed up with us to make an award winning film with an important message.

We wanted to smash the stigma surrounding men's mental wellbeing, so we created a film with a hidden message that launched on International Men's Day. It appeared to be a post-match interview with Joe, but if you hovered over the subtitles you saw there was a message hidden between the lines.

Joe tells viewers that people, especially men, often hide how they are feeling and don't talk openly about their struggle with mental health. The film ends by saying, "It can be hard to tell someone you're struggling. So, no matter who you are, CALM is here to help you find the words".

**"FELT LIKE I WAS TALKING TO A SUPPORTIVE FRIEND."**  
WEBCHAT USER

**"IT'S ABOUT TALKING ABOUT SUICIDE, HELPING OTHER PEOPLE THAT FEEL THE WAY THAT MY BROTHER DID AND ALSO HELPING PEOPLE LIKE ME AND MY MUM, WHO ARE TRYING TO SUPPORT EACH OTHER THROUGH SOMETHING SO DIFFICULT."**

CLARE AND TEAM PIKE



## **OUR SERVICES WERE NEEDED MORE THAN EVER - SO IT WAS TIME TO TAKE OUR OWN ADVICE...**

As we entered the financial year and the impact of Covid on our services and income were becoming clear, we knew we needed help too. So we took our own advice and asked for it. It was the first time we were so direct, asking for £8 - or the cost of two pints - to answer a call on our helpline. The response was overwhelmingly positive. But this was just the start of a wave of incredible support from the people who got CALM through the year, despite all the challenges it held...

### **LOST HOURS WALK**

Following on from the massive success of our first Lost Hours Walk last year, we were devastated to have to cancel what would have been the second annual event. But we knew this event meant so much to people who want to come together and march against suicide and remember those we have lost.

So we made it happen. We created a Lost Hours Walk event that could be done anywhere, meaning we could bring people together (well, in groups of six anyway) to walk defiantly against suicide. We were blown away as over 2,000 people took part across the UK and even as far away as Kristianstad in Sweden.

We were able to share the personal stories of different teams taking on the walk; from Clare walking in memory of her brother, to Kevin and his mates walking from Charlton's ground to QPR's to smash the silence around suicide.

**Together they raised almost £300,000 to help keep our services running this year - a phenomenal achievement.**

## EVENTS BACK ON(LINE)

Fundraising through events has always been the backbone of CALM's income generation, so with in real life events disappearing overnight, CALM's income took a serious hit. But our supporters were not going to let lockdown stop them.

The **2.6 challenge** launched in April to replace income from the London Marathon. With supporters tasked to complete 2.6, 26, 260 seconds, minutes, hours, miles or KMs, by running, skipping, jumping, munching, singing or whatever their imagination could conjure up.

Our supporters did not disappoint: we had bungee swimming in paddling pools, 26 zumba songs danced, 26 consecutive days running challenges and 26 artists giving 26 performances. Together over 100 people got creative for CALM and raised £19,761 to get our lockdown fundraising kicked off.

But our supporters didn't stop there...



## THE BIG BUZZ OFF

With barbers closed, lockdown was responsible for some pretty outrageous overgrown styles and bad barnets. So we challenged people to shave off those lockdown locks for CALM. We got We Are Scientists to provide a soundtrack and our ambassador Kem to share some shaving tips. **36 people got buzzing, raising £12,122.**

And we s(h)aved the best for last: Rowena Stevenson livestreamed shaving her head and raised £2,561 in memory of her son.



## VIRTUAL RUNNING

We couldn't hit the gyms, so more people than ever hit the pavements - and some people seriously went the extra mile for CALM.

Vikki Bannister had planned to bring people together to commemorate her late husband Mark's 35th Birthday in April at the local Park Run. She not only raised over £1,800 but also virtually brought people together at a time when people couldn't have felt more apart.

**"This is not a date I was planning to spend on my own. So I am inviting anyone and everyone to join me in a Virtual Run/ Walk/ Bike Ride on Saturday 18th April to honor Mark's memory. I am suggesting 5k (3.1miles) to acknowledge ParkRun but the choice is entirely up to you. In true Mark style, finish it with a slice of pizza! Go on, you deserve it. Raise a glass with me to celebrate this beautiful man's life, and send him the biggest birthday wishes so he can hear you."**

TV personality and fitness influencer Josh Patterson did a 24-hour run around his 14ft patio, doing several marathons (including one in flip flops). He streamed it all on Instagram, and raised an incredible £22,000 for CALM.

Jack, Daniel, Ryan, Luke and Alexandra did an endurance run in memory of their dad and uncle. They raised over £6,000, had huge support from their local community in a small village in Cumbria - and Alexandra received an award from her scouting group for her life-saving efforts.

Howard started doing 5ks in a sumo outfit around Liverpool in January, in between 12 hour shifts at a hospital. If that wasn't daring enough, once he reached £500, he promised to run in just his Speedos (in Liverpool, in January). He went on to raise £11,000. We sent our warmest thanks and a warm towel to wrap himself in.

**"People are recognising we're not as a happy as we can be at the moment so running around in a sumo suit (or Speedos) brings smile to people's faces but also raises awareness,"**

We simply can't name everyone who laced up their running shoes for CALM, but between those taking on our Home Run in their living rooms, those who joined the RunThrough X CALM Virtual Run and those who planned their own events, every mile covered helped CALM run our life-saving services. Thank you!



## ICE BATHS, MR BLOBBY JIGSAWS AND CALM TATTOOS: CALM'S WILD AND WONDERFUL SUPPORTERS

Our incredible supporters went above and beyond, and then a little bit further. We saw ice baths, gaming marathons and even a permanent #TeamCALM tattoo.

Leanne McHugh completed the distance from Lands End to John O'Groats - all without leaving her back garden. She ran and turbo biked the 1083.8 miles.

Scott Castell took an ice bath in a wheelie bin every morning for a month, in freezing January temperatures.

Mark took our new fundraising challenge **Task Me Anything** up a notch and got a permanent symbol of his support for us with a #TeamCALM tattoo.

Claire - a YouTuber and podcaster with 60k followers - auctioned the space on her forehead for 21 days for CALM

SK Shlomo organised and hosted a British Summer Time Rave for CALM, so as the clocks went forward we could look to the future with hope. With the help of DJs and Sophie Ellis Bextor he raised £5,840 plus an extra £2,000 from the friends he inspired.

Gavin Murphy did a 16-hour live stream of a Mr Blobby jigsaw (yes, you read that correctly) for his 50k subscribers on YouTube. During the stream he talked about CALM and mental health and he raised £8,927 - even selling the puzzle on ebay.



## CORPORATE PARTNERSHIPS: THE GOOD STUFF FROM THE BEST STAFF

### Invesco

Invesco kicked off their Charity of the Year partnership with CALM at their 2019 Christmas party, and from that day, planning was underway for an event-filled year. But just as we were about to get things going, lockdown halted us in our tracks.

The events may have been cancelled but the staff's ambition could not be stopped. Since the start of the partnership Invesco have raised a huge £250,000 for CALM through salary sacrifice, running, rowing, cycling and through generous donations and matched giving from the Invesco Cares Foundation. And they have pledged to support us for another year. We can't wait to see what more we can do in 2021.

### AVEVA

Over 100 employees put their best foot forward and took on the Lost Hours Walk in small groups or alone. They raised a huge £10,000 which was generously matched by AVEVA, taking their total to more than £20,000.



**"THE HELPLINE ADVISERS HAVE ALWAYS BEEN HIGHLY EMPATHETIC, NON JUDGEMENTAL, UNDERSTANDING AND NEVER MAKE ME FEEL RUSHED OR LIKE MY PROBLEMS ARE TOO BIG OR TOO SMALL FOR THEM. THEY ALWAYS GIVE ME THE OPPORTUNITY TO DISCUSS MY PROBLEMS, WHILST ALSO WORKING WITH ME TO PUT SOME PLANS INTO PLACE TO MOVE FORWARD."**

WEBCHAT USER

# GAMING

## WITH THE WORLD ON PAUSE, WE GAMED

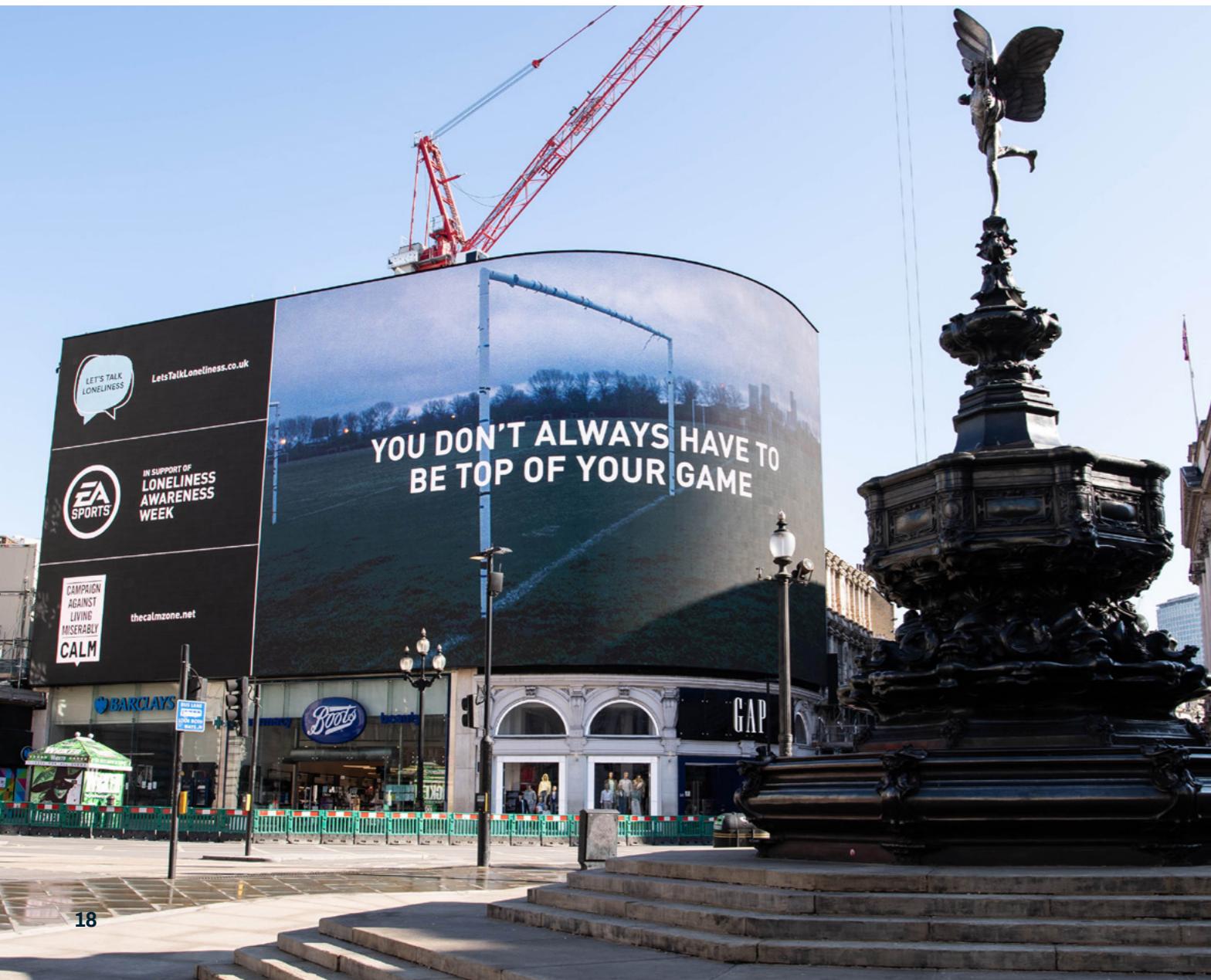
When we weren't getting out of the house with our essential travel, shopping or exercise, we were at home trying to entertain ourselves. And loads of us used gaming to pass the time and raise funds for CALM

We know about the power of gaming. The connections it can bring. The chats – online and IRL. And we know it helps make sure no-one has to face the top level boss that is life's struggles alone. That's the great thing about gaming: you can chat to your mates, connect and share what's going on in your life.

We partnered with UKIE, the trade body for the UK's games and interactive entertainment sector, to show that games provide a perfect opportunity to do just that – not only through the obvious route of playing them with friends, but also through their rich communities and online fanbases.

In support of Loneliness Awareness Week, we joined together with EA and the UK Government to launch the #LetsTalkLoneliness campaign. The campaign aimed to help gamers find resources and support to cope with loneliness during these weird times.

### 84 GAMERS FROM THE LAST YEAR ALSO RAISED OVER £70K FOR CALM



## DIRT 5

First you could play as CALM on FIFA. Next up, after working with Codemasters on the legendary DIRT 5's Update 2.00, players received a bespoke CALM liveried Porsche 924 Carrera GTS Rallye. Driving home the message 'Got Your Back, No Matter What', the car is a reminder that there's always someone out there ready to listen and offer help and advice.

Andrew Weller held the 2nd Annual 40 hours of Warhammer live streamed for CALM. He has now raised £11k over the 2 years - with the third year already planned.

And it's about more than raising money: with the likes of Aaron Down, Myles Dawson and Bradley Jones holding multiple streams and events and, alongside fundraising, encouraging people to come chat and normalise conversation around feeling crap in their digital communities.

## LOCK IN - MARIO KART EDITION

To continue the success of our Lock In event we created a gaming version. Celebrities battled it out live on Twitch and Instagram Live to beat their opponent on Mario Kart.

A star-studded line-up of contestants - including stars of the show Normal People - Paul Mescal and Daisy Edgar-Jones, musician Tom Grennan and comedians Jon Richardson and Seann Walsh - threw bananas at each other and saw who would come out victorious.

## CALM AND FIFA - WE'RE IN THE GAME

FIFA is the game that changed football. Every week millions of us play the game – celebrating those victories, gutted by the defeats.

And now you can play as CALM – EA worked with us to design a kit and made it available in FIFA Ultimate Team. They also added a new crest, and stadium dressing to proudly support CALM. You can see the Tackle the Stigma message across the stadium and on the FUT kits because that's what we need to do: get people opening up about your feelings and talking about what you're going through.

Jamie Bateson with over 1.4 million followers on YouTube, was inspired by the FIFA kit and FIFA Ultimate Drafts for 24 hours online, raising £8,892.



## DAYS AND WEEKS FROM A YEAR LIKE NO OTHER

From awareness weeks to one of the biggest dates in the football calendar...

### CALM AND HEADS UP HEAD TO THE FA CUP FINAL

A season-long campaign to get people to kick off conversations and open up about their mental health culminated with the FA Cup final. After a season unlike any other, the Heads Up FA Cup Final marked the end of the domestic football season by dedicating the final of the world's oldest football competition to mental health.

With Wembley empty because of the pandemic, we focused on the #soundofsupport. So that whether you're cheering on those around you who might be struggling, kicking off a conversation about mental health, or simply being there to listen, on a day when Wembley was silent, we asked fans to break the silence with the sound of their support – and make sure it was heard by those who need it.

We had the CALM logo on display at Wembley and the Duke Of Cambridge hosted a screening of the final attended by CALM ambassadors and those who used our services.

### MAY 18: MENTAL HEALTH AWARENESS WEEK

In 2020 Mental Health Awareness Week was all about kindness, but it can be difficult to break down what 'being kind' really means. Which is why we used the week to make a commitment to ourselves, to our mates, to our colleagues and family, that we'll check in. Not just when we're finding things tough, but when we're happy, sad, angry or something in between. So we put the spotlight on ways you can be a best mate this Mental Health Week and every week.

#### Spotify x CALM

We also partnered with Spotify to launch the Mental Health Awareness Week Hub so that people were able to access new and original content in the form of dedicated podcasts and music playlists, created in partnership with CALM, podcast creators, CALM Ambassadors, and familiar faces from music and entertainment.

Research showed us that 88% of people use music to help improve their mood and overall mental well-being, with 40% saying they have increasingly turned to music and podcasts to help them navigate and cope with anxieties and mental health struggles during lockdown. So we knew this partnership could make a real difference.



### Wake Up / Wind Down

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LIVING  
MISERABLY  
CALM



We were also part of ITV and STV's landmark mental wellness campaign Britain Get Talking which launched a week-long campaign in the lead up to World Mental Health Day. They pledged to 'Help Our Helplines' to help make sure no call goes unanswered.

Throughout the week, the ring of an unanswered call interrupted some of the channel's most popular shows, like This Morning, urging viewers to answer the call for help by donating to this important issue. In support of CALM - alongside Mind, YoungMinds, and the Scottish Association for Mental Health (SAMH) - the campaign culminated in an epic and evocative moment in the final of Britain's Got Talent on World Mental Health Day with Ant and Dec encouraging viewers to think about the life-changing impact a single call could have.

### CHRISTMAS WITH OUR MATES NOEL AND DAVE

We all know Christmas can be a tough time for a whole host of reasons – add a global pandemic to the mix and things can feel even trickier. But we had NOEL to help with some solid advice for Christmas and beyond.

We also offered 2020's must-have stocking fillers made in partnership with our mates Dave – you could choose from two festive facemasks or a pack of 8 cards. By getting these gifts supporters helped us answer more potentially life-saving calls to our helpline – which is open every single day of the year, even Christmas Day. That's much better than a pair of novelty socks.

# UNITED AGAINST SUICIDE

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**CALM**



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**CALM**

**"YOU HAVE HELPED ME SO MUCH, ESPECIALLY IN THE LAST FEW WEEKS WHEN I WAS IN MAJOR CRISIS. LUCKILY, THE LAST 24 HOURS HAVE BEEN MUCH BETTER. THANKS TO EVERYONE :)"**

WEBCHAT USER

## BRAND PARTNERSHIPS

### KENT FA - USING THE POWER OF FOOTBALL TO SAVE LIVES

We teamed up with the Kent FA to raise awareness of suicide in adults and get people talking and supporting each other. In becoming the first County FA to work with CALM, the Kent FA will be there to provide all of their players, volunteers, officials and staff with the resources to help themselves and those around them.

### VANS

We partnered with Vans for their Checkerboard Day, a global initiative to champion the power of creative expression around the world. And creativity is something CALM can get behind. We know that doing stuff you love – from doodling in your notebook to painting a kick-ass mural, can be great for your mental wellbeing. We were proud to be a part of the day and get our supporters to get creative.

### ROYAL ENFIELD HELP TO OPEN IT UP

We joined forces with much-loved motorcycle brand Royal Enfield to open up awareness and conversations around mental health. Together we can make sure more people who are struggling know that there's always someone there for them. No matter what.

"Open It Up" is all about opening up awareness, opening up to each other and opening up conversations around mental health. To make sure we're there for all the ups and downs, twists and turns. Through every scrape and wrong turn. We want to show that you never ride alone.

### EXERCISING KINDNESS

While the world seemed to pause in 2020, kindness continued and helped pull us through. We wanted that to continue so we teamed up with KIND Snacks to highlight the positive effects of kindness on your mental health and, together, we encouraged the nation to strengthen their mental health through organising kindness.

This is a cause that sits at the very heart of the KIND Snacks brand and working together we'll be able to champion the importance of exercising kindness and the proven mental health benefits it brings – boosting confidence, happiness and optimism.



## IMPROVING ONLINE SUPPORT

We had over 5.5 million page views over the year by over 800,000 people visiting our site to get support and support us too.

CALM's ambition to grow and improve our online support was already underway when Covid hit but this year lit a fire under us to get some of our initiatives launched more quickly so we could help the people who needed us.

## GET HELP ON...

In November CALM launched a whole host of new Get Help On... webpages providing support for some of the most common issues people were contacting our helpline about.

This included content about everything from anxiety and loneliness to grief, loss and bereavement. CALM's work in suicide bereavement means we are no stranger to the impact of a sudden and unexpected loss, but going into 2020 people were not expecting to see sudden loss on the scale we have due to Covid.

The new webpages are a precursor to a new website launch we plan for next year, but give the site better accessibility and more engaging content for people looking for online support. And despite only launching in November they have been viewed over 100,000 times and been an invaluable source of information.

## CHATBOT

Finding info online isn't always easy but it's crucial we provide online information as more people than ever are visiting CALM's website seeking support. With our helpline open 5pm to midnight it was crucial that we improved our out of hours support and also serve people the information they are seeking. That's why we launched a chatbot in November to help answer questions that people may have. This is just step one in a much bigger digital project which will see us using AI and machine learning to better support people struggling and better understand their needs.

## PRIDE ONLINE

CALM took to the web to celebrate Pride in June. We missed marching with our supporters this year but knew that providing support to the LGBTQ+ community is even more important while we were all locked down.

We worked with CALM Ambassador Suzi Ruffell to give a bit of hope and look forward to next year when we can all (hopefully) come together again.

"I think there not being a Pride event where people know they can be themselves and celebrate and march, it will be a massive thing missing from people's diaries. Lots of people are living in scenarios right now where they can't be themselves. I think that must be really, really damaging, it must be really isolating and quite scary. I think it will have a massive effect on people's mental health."

**"LOTS OF PEOPLE ARE LIVING IN SCENARIOS RIGHT NOW WHERE THEY CAN'T BE THEMSELVES. I THINK THAT MUST BE REALLY, REALLY DAMAGING."**

WEBCHAT USER

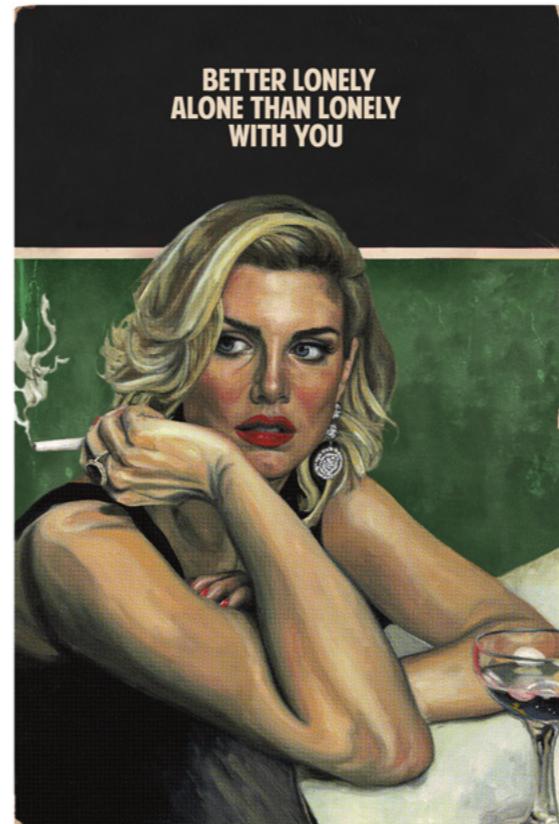


## CALM COLLECTIVES - FROM IRL TO ONLINE COMMUNITIES

Another project that had to make a u-turn because of Covid - just as we got in the swing of our IRL collective events - was our Collectives. But that wasn't going to stop us.

Our Running Community continued to support each other online when they couldn't meet up and our enthusiastic Art Collective kept their creativity going with a series of online briefs which are now showcased in our newly launched online gallery.

Together with some top artists we also sold prints:



## ART TO SAVE LIVES

We teamed up with CALM ambassadors The Connor Brothers and JEALOUS, a brilliant, contemporary gallery based in East London, for Art To Save Lives. On the same second Wednesday of each month, for 12 months, a different well known artist recruited by The Connor Brothers released a limited edition print via The Jealous Gallery - and so far it's never taken more than 5 minutes for them to sell out.

# INTRODUCING: NEW AMBASSADORS (YOU ARE REALLY SPOILING US)

It wasn't just Joe Marler who joined us as an ambassador - we also had comedians, musicians and sports people all joining our movement against suicide.



## ROSIE JONES

Comedian and writer Rosie Jones has been on The Last Leg, 8 out of 10 Cats Does Countdown, and been making us LOL with her stand up shows for three years. So we were delighted when she agreed to be a CALM Ambassador. She's been very open about the mental health impact of having a disability, and what she does when she's feeling a bit low.

**"Some people assume I have an intellectual disability, so they either patronise me or feel uncomfortable around me. Cracking a joke about my disability not only diffuses an awkward situation but it's also a quick way to let the person know that I am just like them, and there's no need to act differently around me just because I have a physical disability."**

**"I am a person who wants to go out into the world and say, 'Hey! I'm disabled but don't you dare feel sorry for me, because I love being disabled and I love being me!' Whilst that statement is true 98% of the time, I've recently stopped punishing myself when I don't love being disabled, and I don't love being me. Sometimes it's just a pain in the arse being disabled, and it makes me sad."**

## SEANN WALSH

Award-winning comedian and actor Seann Walsh performed in the CALM Comedy Club on Twitter and Comedy Against Living Miserably on Dave - so we thought it was time for him to become a CALM ambassador.

**"Suicide is the single biggest killer of men under 45 in the UK and the cause of 18 deaths every day. Having been close myself, I know how important it is to have the support to help turn things around."**

**"If I can contribute to help spread awareness of CALM and the support that they offer to prevent suicide, it would be a huge honour."**

## SUZI RUFFELL

Like Seann, the fantastic Suzi Ruffell starred in Comedy Against Living Miserably on Dave and knows first hand the benefit of talking things out. That's one of the reasons that inspired her to join up with us - and why she makes such a great ambassador.

**"Talking about my own mental health has been something that has helped me and I know from tweets, messages and people sticking around after the show, it has helped others too. After meeting the CALM team I knew it was something I wanted to be part of and as a LGBT person (where suicide and self harm rates are higher than average) I am very excited to be involved."**

## RUSSELL KANE

The multi-award winning comedian, presenter, actor, author and scriptwriter, Russell Kane, has been making us laugh since the early noughties, from his Kaneings on YouTube to his podcast Boys Don't Cry.

Russell was the first in the cracking line up for the CALM Comedy Club on Twitter where he laughed in the face of 'fear of isolation' and told us why "cracking a gag" is good for our mental health. Something he hopes to do more of as CALM Ambassador: **"I hope to help people to realise that humour always finds a place – even when you think it can't".**

## ARLO PARKS

What a year for singer, producer and poet Arlo Parks who was nominated BBC Sound of Artist 2020 and released a stunning debut album. She also performed at the Lock In and became a CALM ambassador (that's better than winning a Brit, right?).

**"I think supporting people in their darkest hours is one of the most important missions one can embark on as a human being. I've seen people around me suffer with anxiety, depression and trauma so what CALM stands for hits close to home. Being able to support an organisation that offers help to people in deep pain is a real blessing."**

## ZAK ABEL

The singer songwriter took part in the Lock In and is super passionate when talking about what being a CALM ambassador means to him:

**"Ever since I can remember I've always had some issues with my own mental health. But luckily, I've had people around me, who've been able to help and**

**have guided me in a way where I have some tools to help myself now."**

**But some people don't have access to that. And I don't feel like that's fair. And so I wanted to do my bit to support a charity which does do that. I think that the idea is brilliant and I wanted to be a part of that."**

## JULIET ELLIOT

Juliet Elliott has many strings to her bow – named one of Bike Biz's "Most Influential Women in Cycling", she's a strong advocate for women in sport, competing in road, track and mountain bike races, as well as running her own YouTube channel. Now, Juliet has taken up the mantle of CALM ambassador.

As a CALM ambassador, Juliet wants people to feel like they can open up about their mental wellbeing, a tactic she relies on when she's having a bad day:

**"If you're struggling, then try and speak to someone. When I've been finding things difficult I'll chat to whoever is available, whether it's friends, family, or people on social media. You might not be looking for a solution to the problem, but it can help to talk it through and get things off your chest. There's sometimes a place for cosying up in bed with a hot chocolate, but I find staying active also helps. Get outside because outdoor exercise is proven to boost your mental health – even if it's just a walk around the block!"**

I COULDN'T  
SEE A WAY  
FORWARD

SO I SPOKE TO CALM.



0800 58 58 58 [THECALMZONE.NET](http://THECALMZONE.NET)

UNITED AGAINST SUICIDE

## THANK YOU LIST

AVEVA  
Barratt Development PLC  
Comic Relief  
Department Health and Social Care  
G Research  
Global Data  
Highways England  
Hiscox  
Invesco  
ITV  
Jacamo  
Julia and Hans Rausing Trust  
Kind  
LNER  
Mind  
Molson Coors  
National Emergency Trust  
National Lottery Community Fund  
Omnicom Media  
Proctor and Gamble  
Puma  
Royal Enfield  
Royal foundation  
SEAT  
Spotify  
St James's Place Foundation  
Stevenson Harwood  
Talbot Underwriting  
Talk Two  
Topshop/Topman  
UKTV  
Vans  
XTX Marketing

# TRUSTEES' REPORT YEAR ENDED 31 MARCH 2021

The trustees present their report with the financial statements of CALM for the year ended 31 March 2021.

## SECTION 1 - STRUCTURE, GOVERNANCE AND MANAGEMENT

### 1.1 CONSTITUTION OF THE CHARITY AND STATUS

CALM was incorporated on 1 March 2005 via Memorandum and Articles of Association as a company limited by guarantee and not having share capital. It was registered with the Charity Commission in England on 28 July 2005 and was entered on the Scottish Charity Register on 22 October 2013. The company is a Public Benefit Entity. On the 26 January 2019 a special resolution was passed to adopt amended Articles of Association and these were filed on 6 February 2019.

### 1.2 METHODS FOR RECRUITMENT AND APPOINTMENT OF TRUSTEES/DIRECTORS

The trustees are also the directors of CALM for the purposes of company law. CALM's articles of association require a minimum of three trustees/directors. Trustees'/directors' terms run for two years at which point they must undergo a re-election process. There is no strict limit on terms of office, but if a trustee/director has served for more than nine years, their reappointment is subject to a particularly rigorous review and takes into account the need for progressive refreshing of the board. The objective is to have a wide range of appropriate skill-sets across fields that are relevant to CALM's objectives. Those skills sets are reviewed on an ongoing basis to ensure they match the needs of the business. In the same way, CALM's objectives are assessed regularly to ensure they reflect the needs of our beneficiaries and corresponding business development potential.

The Chair of Trustees and CEO are continuously assessing new potentials to add to the Trustee Board, working to an optimal board of 13. Trustees/directors are recruited through referrals, recommendation and specific advertising as required. They are invited to meet the Chair, the Chief Executive and a quorum of the trustees/directors to understand skills and fit, before they then meet some of the wider executives. This establishes

an understanding of the responsibility and required active governance and contribution to the leadership in achieving the organisation's objectives. Candidates are required to observe several board meetings until such time both parties are confident of fit. Their appointment is by resolution of the board of trustees/directors following which the required legal documentation is completed.

Upon their appointment, new trustees/directors are provided with information on their role as a trustee/director along with details of CALM's operations and organisation. A series of meetings is arranged with key staff and departments in the CALM office for the new trustee/director to have a detailed understanding of the day-to-day activities of the organisation and to get to know the employees. Ongoing training is provided as required and there is a regular offer of an invitation to attend the CALM office and join meetings.

### 1.3 ORGANISATIONAL STRUCTURE AND KEY POLICIES

CALM has a board of trustees/directors which meets four times a year, or as often as needed to be effective. They are responsible for the strategic direction and policy of the charity, as well as governing oversight of the charity's operations. One trustee/director serves as Chairman, one as Treasurer and one as a company secretary. The Chairman and Treasurer report regularly to the trustees/directors on matters that impact the charity, both at trustee/board meetings and during the intervening periods. They also both have more regular direct contact with the executive management to ensure ongoing reporting on and governance of operational matters.

Advisory Boards are appointed as required to consider specific issues. The delegation of the day-to-day responsibility for the running of CALM rests with the Chief Executive, who is supported by a full-time equivalent staff of 35 employees in the London office.

The principal policies adopted by CALM are summarised as follows:

- **Ethical** – CALM has an ethical policy, which does not allow it to accept funds from any organisation that it believes may act in a way that is contrary to CALM's objectives. CALM also ensures that funds received from any one source do not exceed 15% of income, to minimise its reliance on any single funder/donor or give them undue sway on the strategic and operational intent of the organisation.

- **Equity, diversity and inclusion** – CALM's policy is to support the diversity and inclusion of staff and volunteers through equal opportunities and practices. A partner has been appointed to embark on an audit in 2021/22 and to use the findings to collaboratively

create a roadmap to make any necessary changes to policies, principles and processes.

- **Investment** – The trustees have the power to invest in such assets as they see fit in agreement with the executive, understanding both short term requirements and objectives, but with a view to strengthening the organisation's strategic position and ability to deliver on its objectives. Aside from retaining a prudent amount in reserves, it is intended that the majority of CALM's funds be invested in current, forecasted operational requirements with few funds for longer-term investments, but with due regard for the short-term liquidity requirements of operating the charity. The trustees maintain healthy cash reserves and utilise those reserves to the best of their abilities according to an in-depth yearly planning exercise. Given the pressures of the pandemic year, the Trustees have been even more mindful of maintaining cash reserves to protect operations.
- **Remuneration** – CALM's remuneration policy is to reward all staff on the basis of: (1) their performance against personal targets; (2) CALM's overall strategic and financial performance; (3) market salaries of a comparable role across all sectors; and (4) the need to retain staff. The remuneration of the Chief Executive is also set at a level which is proportionate to the lowest paid staff member, the overall level of expenditure and market salaries for a comparable role elsewhere.
- **Reserves** – Reserves are maintained at a level that enables the Charity to manage financial risk and ensure financial commitments can be met as they fall due. The reserves policy states unrestricted and undesignated income should exceed six months but are not expected to exceed twelve months of forecast expenditure unless under specific circumstances for which the Executive decides additional reserves are necessary (e.g. during periods of financial uncertainty or in expectation of additional investment in the organisation). This is determined on the basis of: (1) cash flow forecasts, which are updated and reviewed on a regular basis and discussed at trustee meetings; and (2) the nature of CALM's short and long-term liabilities and commitments. CALM's primary driver is therefore always to maintain sufficient funds to meet immediate working capital requirements for the next six to twelve months.
- **Safeguarding policy** - CALM's staff safeguarding policy exists to support staff, volunteers and supporters. Due to the subject matter of the work that is carried out it is important that clear policies, processes and boundaries are put in place to enable staff to carry out their roles in a supportive environment and to protect themselves.

In addition to the policies above, CALM also has in place the requisite policies for the day-to-day running of the organisation, including financial and human resource policies.

## 1.4 RISK MANAGEMENT

The trustees have assessed the major risks to which CALM is exposed - in particular, those related to its operations and finances - and are satisfied that systems are in place to mitigate the charity's exposure to the major risks. Such risk factors and control systems are reviewed quarterly by the trustees.

Day-to-day risk management is delegated to and undertaken by the Chief Operating Officer (COO), in conjunction with the senior management in CALM's office. The COO reviews risks ahead of trustees' meetings and makes trustees aware of any new, substantial or urgent risks. Risk management will remain a key focus to ensure that continued growth is matched by good governance.

Financial risks are monitored through thorough reporting and jointly managed by the Treasurer, COO and Management Accountant. Cash-flow reports are prepared weekly, management accounts are prepared monthly and budget reviews take place monthly. Financial systems and policies are in place to ensure good practice.

## SECTION 2 - OBJECTIVES AND ACTIVITIES

### 2.1 AIM

CALM focuses upon the prevention of suicide in the UK.

#### 2.1.1 CHARITABLE OBJECTS

As stated in its memorandum of association, CALM's objectives are the preservation, protection and improvement of mental health and well-being amongst in particular, but not exclusively, young persons in the United Kingdom by offering, but not limited to, the use of support services, counselling, advice and/or information about depression and/or crisis management in whatever form is deemed most appropriate at that time to ensure that the services on offer are accessible to young people and others, through but not limited to the advancement of health education and public awareness.

### 2.1.2 STRATEGIC GOALS AND PRINCIPAL ACTIVITIES

Original plans for 20/21 included the expansion of CALM's target audience to include a risk-based strategy (i.e. those at high risk of suicide) including but not limited to men, homeless, people in prisons and people aged 16-24. The CALM helpline became truly gender inclusive as CALM's audience grew.

Staff numbers were due to grow in order to meet demand and ensure CALM's reach and effectiveness matched the scale of the organisation's growing influence and opportunities.

These plans were dramatically impacted by Covid-19 and new strategic and tactical plans were put in place in March 2020 with an initial emergency RED phase to run through the first 4 months of financial year 2020/21. As part of this re-planning process many projects were put on hold.

#### RED PHASE

1. Safeguard existing helpline provision, extend service to meet demand where financially viable and invest in efficiency, effectiveness and future proofing
2. Develop more effective methods of engaging our audience, focussing on conversion, efficiency and enhanced UX
3. Define and capitalise on new audiences - targeting audiences of big impact from a service / cultural / fundraising perspective
4. Gain more brand value and affinity
5. Reinvigorate CALM's usual fundraising sources, capitalise on recent lessons, and continue to explore new opportunities
6. Reach optimal efficiency, and be prepared to invest in the right opportunities
7. Adapt and capitalise on a changing society
8. Ensure we become a best-in-class place of work now and in the future

By August CALM had entered the AMBER phase of the strategy that carried through to the end of the financial year.

#### AMBER PHASE

1. Develop CALM Services to meet demand and reflect changing audience requirements
2. Invest in the development of more effective methods of engaging our audience, focussing on conversion, efficiency and enhanced UX
3. Define and capitalise on new audiences - targeting audiences of big impact from a service / cultural / fundraising perspective
4. Gain more brand value and affinity

5. Reinvigorate CALM's usual fundraising sources, capitalise on recent lessons, and continue to explore new opportunities
6. Reach optimal efficiency, and be prepared to invest in the right opportunities
7. Ensure we are a safe, supportive and positive place to work

## 2.2 PUBLIC BENEFIT

CALM's objectives and activities fully reflect the purposes that the charity was set up to further. There is an inherent public benefit in the prevention of suicide and promoting a richer, better informed, empowering conversation around suicide and mental health.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities and when planning for future activities. The trustees have given due consideration to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011.

## SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

### 3.1 STRATEGIC AND OPERATIONAL GOALS FOR 2019/20

CALM strategic and operational goals for 2021/22 can be found above in section 2.1.2.

### 3.2 REVIEW OF OPERATIONS

Below is a summary of the progress made by CALM in achieving the goals it set at the beginning of the year.

#### 3.2.1 SERVICES

##### HELPLINE AND WEBCHAT SERVICES

CALM's principal service is a helpline and webchat service running from 5pm to midnight every day of the year. It is free, confidential and anonymous, and run by paid and trained staff supporting people through various stages and forms of life crisis. CALM receives overwhelmingly positive feedback from users of the helpline, many of whom go on to become supporters.

Funds were made available to increase the helpline and webchat seat capacity by 25% over the course of the

financial year. Demand for the helpline continues to rise year-on-year and this year saw a rise of 38%. Demand for our services peaked in May when we saw a record number of demand.

Work continues to improve the efficiency of our helpline webchat service and the user experience of people in the queue. The first product in Project RIO's roadmap, Qbot, has been released and is successfully answering questions via a chatbot on the CALM website, with an average confidence score of 86% since launch. Project RIO will introduce AI and machine learning through the bot to enable a 24/7 service provision and ensure helpline users are cared for from the moment they connect to CALM.

The number of known suicides prevented by helpline and webchat workers is reported internally. These are calls or chats in which the caller has been actively suicidal,

	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2021 % change</b>
<b>Demand in service hours</b>	96,518	146,076	185,895	257,045	+38%
<b>Contacts answered</b>	72,856	95,167	134,982	147,283	+9%
<b>% contacts answered</b>	76%	65%	73%	57%	-21%
<b>Suicides prevented</b>	456	710	646	472	-27%

## HIGH RISK

CALM's ambition to deliver on the high risk strategy in 2020/21 was paused due to the pandemic to allow focus to remain solely concentrated on ensuring that the demand for current services was met.

## SUPPORT AFTER SUICIDE PARTNERSHIP

The Support After Suicide Partnership ("SASP") who through research, support materials, signposting, collaboration and practise aim to offer everyone bereaved by suicide timely and appropriate support. CALM recognised the importance of SASP's work by supporting financially for 20/21.

## 3.2.2 AWARENESS

The global pandemic provided us with many challenges but it also presented opportunities to grow awareness of our services, grow our audience and ensure we reach the people who need us.

Maintaining relevance in a world changing so quickly is hard work but we have remained adaptive and

with the threat of imminent suicide and where the helpline worker believes that the caller has stepped back from suicide or where CALM has successfully enabled emergency services to respond.

In the year to 31 March 2021 472 suicides were prevented. A Data Solutions Project has begun to enable the team to self-serve key helpline data in real time to better understand the impact of events and CALM's work on the services.

A summary of the key metrics are provided in the table below.

portrayed, we made a conscious decision to campaign to offer help, inspiration and entertainment as well as campaigning to raise awareness of our services, knowing more people needed them than ever before.

Working solo and with partners we landed several award winning campaigns. Entertaining and fundraising through The Lock In and the Twitter Comedy Club. Inspiring action through the Carling Team Talks. Positioning our services as life saving support through OOH campaigns and giving people the tools they need to manage through the Covid Blocker.

## VOLUNTEERING

For many years CALM has run an active volunteer programme. Volunteering opportunities typically include: head office support, "Street Team" (representing CALM at events), and corporate volunteering. With the worldwide spread of C19 in March 2020, and the subsequent cancellation of all CALM's events, as well as the restrictions on office working which ensued throughout this entire financial period, we were unable to offer any volunteering opportunities to our supporters.

As we now look to the next financial year, events are beginning to return and we will be opening up volunteer opportunities once more.

## AMBASSADORS

Ambassadors have been very well managed and utilised to add insight, audience and the x-factor when we've needed it. This year, we have been able to work with them more than ever and to great effect. We have continued to expand our portfolio of ambassadors adding in the last year the following stars: Joe Marler, Rosie Jones, Zak Abel, Seann Walsh, Juliet Elliot, Russell Kane and Suzi Ruffell.

## COLLECTIVES

Following the pause of Collectives during the first part of the year the project was picked up again, 'rebranded' to Clubs and a full project team was put together tasked with evolving the next iteration of Clubs. Following a discovery phase the Clubs strategy was developed that answered: (i) What is Clubs?, (ii) Who is Clubs for? and (iii) How will Clubs work? The initial key focus for Clubs is to enable members to "CALMify" their Club i.e. bring CALM into their lives, communities and teams.

## 3.2.4 REVENUE GENERATION

To date, the majority of CALM's revenue has come from the public, predominantly through challenge events and DIY fundraising. CALM also works with a number of corporate partners who make donations to CALM's work and/or support their employees in fundraising for CALM.

The widespread restrictions on the UK throughout the majority of the financial year had a significant impact on CALM's ability to fundraise from its usual sources. All challenge events were cancelled, without exception, and supporters were unable to hold their own events.

Similarly, businesses faced many challenges, which often reduced their focus on corporate responsibility, and in many cases, made employee fundraising all but impossible.

Anticipating this impact in March 2020, just prior to the financial period, the fundraising team refocused their resources and, once available, put a number of the team on furlough.

Efforts became focused on:

- Monetising corporate partnerships - the charity's need for funding was expressed to our partners, and many responded positively with donations and grants
- Maximising funding opportunities - CALM made a number of large applications to C19-focused funding pots, and won a significant number of them
- Continued engagement with supporters - ensuring their loyalty to CALM for the next financial year, despite being unable to take part in their events this year.

CALM also turned its efforts to online fundraising, with our first virtual events launching from April and a number of fundraising activations delivered across the year. The most significant of these by far was the Lost Hours Walk. Previously a real-life event, this was turned into a virtual event and engaged in excess of 2,000 supporters, raising nearly £300,000.

Continued and increased campaigning and outreach work drove awareness of CALM over the year, which, in turn, resulted in an exceptional level of engagement from new and returning supporters. Through this, and the tactics above, CALM was able to achieve modest revenue growth in the financial period. In particular, CALM's success winning a number of bids for Covid-19 emergency funding saw an increase in statutory income which in recent years has amounted to less than 1% of income. An award of £234,783 saw the statutory contribution rise to 4% of total income this year.

CALM is a member of the Institute of Fundraising, and operates in accordance with the Code of Fundraising Practice as outlined by the Fundraising Regulator. There have been no compliance issues in the reporting period and no complaints relating to CALM's fundraising practice. CALM's complaints policy can be found on its website [thecalmzone.net](http://thecalmzone.net).

Anyone choosing to fundraise for CALM has to agree to terms and conditions (if they are a volunteer fundraiser) or co-sign a commercial participator agreement if they

are donating proceeds or profits from sales of goods or services. CALM does not employ the services of any third party fundraisers.

## 3.2.6 OPERATIONS

### WEBSITE

CALM's website continues to serve three main functions:

1. Service provision
2. Getting involved by donating, fundraising, volunteering or participating in a campaign.
3. Providing inspiring information on CALM and campaigns.

Development of the new website has begun to better deliver the three main functions above and bring the website inline with CALM's refreshed branding.

### HR AND SUPPORT FOR STAFF

As part of its commitment to be a leader in all areas of its activities, in line with ground breaking campaigns and excellence in service provision, CALM aspires to be a leading employer in the not-for-profit sector. New platforms to ensure excellent experience across the employee lifecycle were launched and work on internal communications to drive collaboration and efficiency are well underway.

### RECRUITMENT & DEVELOPMENT

CALM had significant growth plans for the year 2020/21 but all new projects and hiring was put on hold due to the Covid-19 pandemic and no new roles were hired..

### SUPPORT

Recognising not only the potential for secondary trauma that exists from working in a suicide prevention organisation, but also the responsibility as an employer to provide support for staff, CALM provides holistic support internally and through third party providers.

## SECTION 4 – PLANS FOR FUTURE PERIODS

### 4.1 FUTURE AIMS AND OBJECTIVES

2020/21, despite the pandemic, was a transformational year for the team at CALM. The sudden move to working from home provoked strategic, nimble and new ways of collaborative working, fundraising and idea generating. The ambitious strategy that has been set for 2021/22 sees a continuation of this work with new projects

planned and a headcount growth of 50% in order to deliver.

### 1. PEOPLE

Empower everyone to achieve their potential and feel a sense of belonging at calm

### 2. AUDIENCE

Properly understand our audience and connect with them in more meaningful ways

### 3. SERVICES

Efficiently and effectively reach and support people who need us with the service that works for them

### 4. BRAND

Grow our relevance and resonance to an increased audience

### 5. REVENUE

Return to pre-c19 revenue growth plan

### 6. DELIVERY

Invest in people and systems to help calm achieve the strategy

## SECTION 5 – FINANCIAL REVIEW

### 5.1 INCOME

Income for the year was £6,427,000 (2020: £5,693,000), an increase of £734,000 (13%) on prior year. This was achieved as follows:- public fundraising £2,944,000 (2020: £3,514,000), a decrease of 16% due to the cancellation of events following the coronavirus outbreak; donations £2,822,000 (2020: £1,773,000), an increase of 59%; charitable activities £113,000 (2020: £50,000); gifts in kind £446,000 (2020: £353,000), Government grants of £88,000 (2020: nil) and investment income £14,000 (2020: £3,000).

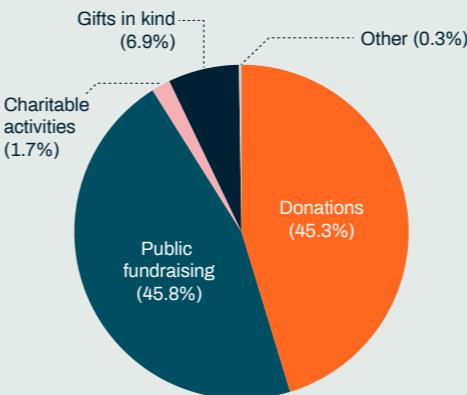
Public fundraising involves raising income from public participation in and sponsorship of challenge and community events throughout the country by CALM supporters.

Donations consist of income from trusts, foundations and statutory funders £1,347,000 (2020: £728,000), an increase of 85%; corporate income £1,475,000 (2020: £1,043,000), an increase of 41%; and other donations £nil (2020: £2,000). Corporate income consists of

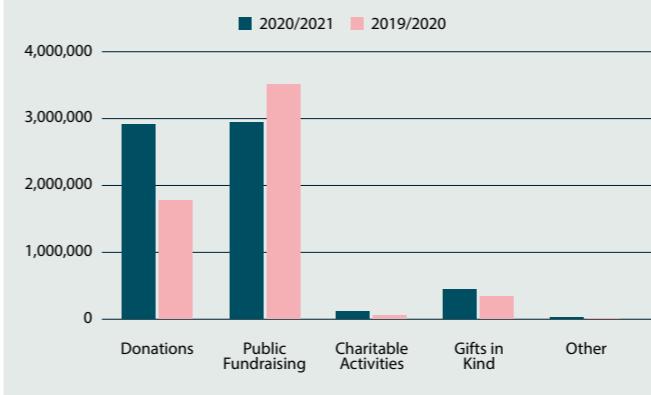
donations from companies and includes donations from employee events and matched funding of donations raised by employees.

Income is categorised in the following charts:

#### Income by category



#### Income by category



Income from public fundraising, sponsorship events and donations is obtained from a large number of sources/donors across a wide range of events throughout the year.

Income from charitable activities includes event registration fees of £6,000 (2020: £42,000), commissioning income of £53,000 (2020: £8,000), sponsorship of £12,000 (2020: nil) and trading income of £41,000 (2020: nil). Commissioning income is funding from government agencies which support services provided by CALM. Event registration fees relate to fees paid by supporters for their fundraising event place.

The trustees have restricted deferred income from grant funding of £383,000 (2020: £359,000) until 2021/22 as the expenditure to which the grants relate will not be committed and incurred until the following year.

## 5.2 EXPENDITURE

Expenditure for the year was £4,820,000 (2020: £3,951,000), an increase of £869,000 (22%) on prior year. This increase, supported by the corresponding increase in income, arose across the following areas of CALM's activities:

### FUNDRAISING

Total fundraising costs were £815,000 (2020: £798,000), an increase of £17,000 on the previous year. Of these costs £491,000 (2020: £610,000) were direct costs and £324,000 (2020: £188,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training. Fundraising costs include the costs of supporting and organising participants in fundraising events on behalf of CALM and also work on developing the supporter database. The salary costs of 10 full time equivalent members of staff are allocated directly to this category (2020: 9). Fundraising costs represent 13% (2020: 14%) of income.

### CHARITABLE ACTIVITIES

Charitable activities costs were £4,005,000 (2020: £3,153,000), an increase of £852,000 (27%) on the previous year. Expenditure by key activities can be analysed as follows:

Helpline/webchat service provision costs were £2,496,000 (2020: £1,468,000) and increased by £1,028,000 (70%) as service provision levels were expanded with increased numbers of helpline and webchat staff available to meet increased demand. The helpline is manned by staff from an external service provider. Expenditure continued on the development of the helpline technology. Of these total costs £1,894,000 (2020: £1,197,000) were direct costs and £602,000 (2020: £271,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Promotion and outreach costs were £1,489,000 (2020: £1,179,000), an increase of £310,000 on the previous year. The costs in this category involve the provision of support to promote awareness of male suicide through campaigns and specific public events. The salary costs of 10 full time equivalent staff are allocated directly to this cost category (2020: 10). Of these total costs £1,053,000 (2020: £944,000) were direct costs and £436,000 (2020: £235,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Expenditure on the Support after Suicide Partnership was £20,000 (2020: £169,000, of which £139,000 was a transfer of funds previously administered by CALM).

## SUPPORT COSTS

Support costs are the office, administration, management and governance costs incurred by CALM. In 2020/21 they were £1,362,000 (2020: £833,000), an increase of £529,000 (63%) on the previous year. This increase was due to an office move plus the full year effect of the increase in staff numbers along with the associated on-costs. CALM employed 14 full time equivalent staff (2020: 8), including the Chief Executive, during 2020/21.

Expenditure is categorised as follows:

Office costs, which are the general overheads of the charity, make up 10% (2020: 4%) of CALM's total expenditure. The principal elements are office rent £203,000 (2020: £110,000) and utility /communications / IT /insurance costs of £114,000 (2020: £48,000).

## 5.3 SURPLUS AND RESERVES

There was a fund surplus for the year of £1,606,000 (2020: £1,742,000), all of which was unrestricted.

Total funds available as at 31 March 2021 were £5,336,000 (2020: £3,729,000); all of which were unrestricted. Included within the unrestricted funds is £200,000 which was transferred to an unrestricted designated fund to provide for the continued development of helpline technology.

The funds available balance is consistent with CALM's reserves policy outlined in section 1.3 above, in particular it is sufficient to meet the charity's short term working capital requirements. The unrestricted reserves balance as at 31 March 2021 represents 9 months (2020: 10 months) of budgeted expenditure for 2021/22.

# SECTION 6 – REFERENCE AND ADMINISTRATIVE DETAILS

## TRUSTEES

James Scroggs (Chairman)  
David Bateson (appointed 27 April 2020)  
Marcus Chapman  
Catherine Chevallier  
Matthew Finch (appointed 27 April 2020)  
Emma France  
Will Grundy  
Aimee Luther  
Philip Portal  
Adam Powers  
Ajax Scott  
Philip Thomas (appointed 27 April 2020)  
Andrew Wardlaw  
Richard Baskind (resigned 18 January 2021)

## CHIEF EXECUTIVE OFFICER

Simon Gunning

## REGISTERED OFFICE

5 Wootton Street  
London  
SE1 8TG

## CALM OFFICE ADDRESS

5 Wootton Street  
London  
SE1 8TG

## AUDITORS

Royce Peeling Green Limited  
Chartered Accountants & Registered Auditors  
The Copper Room  
Deva Centre  
Trinity Way  
Manchester M3 7BG

## LEGAL ADVISORS

Stone King  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

## BANKERS

Co-operative Bank plc  
PO Box 250  
Delf House  
Southway  
Skelmersdale WN8 6WT

CAF Bank Limited  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent ME19 4JQ

Virgin Money plc  
Jubilee House  
Gosforth  
Newcastle upon Tyne  
NE3 4PL

Nationwide Building Society  
Kings Park Road  
Moulton Park  
Northampton  
NN3 6NW

## **SECTION 7 - AUDITORS**

The Auditors, Royce Peeling Green Limited, Chartered Accountants, have expressed their willingness to continue in office and a resolution regarding their appointment and remuneration will be submitted to the Annual General Meeting.

## **SECTION 8 - STATEMENT OF TRUSTEES' RESPONSIBILITIES**

Law applicable to charities in England and Wales requires trustees to prepare financial statements for each financial year, which give a true and fair view of the financial activities of the charity during the year and state of affairs at the end of the year. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006, applicable Accounting Standards and Statements of Recommended Practice (FRS 102), and the Accounting regulations set out under the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS**

So far as the trustees are aware, there is no relevant audit information of which CALM's auditors are unaware. Additionally, the trustees have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the charity's auditors are aware of that information.

## **SECTION 10 - COMPANIES ACT 2006**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006. As a small company the charity is not required to prepare a strategic report.

This report was approved by the board on 03/08/2021

J Scroggs – Director, Chair of Trustees

## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF CAMPAIGN AGAINST LIVING MISERABLY**

### **OPINION**

We have audited the financial statements of Campaign Against Living Miserably (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 March 2021 and of its incoming resources and application of resources, 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, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) 2006 (as amended).

### **BASIS FOR OPINION**

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **CONCLUSIONS RELATING TO GOING CONCERN**

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

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

## **OTHER INFORMATION**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

## **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit we have not identified material misstatements in the Trustees' Report. We have nothing to report in respect of the following matters where the Companies

Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees responsibilities set out on page 40, the trustees, who are also the directors of the charity for the purpose 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 charity'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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect there under.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined

above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, the Charities Statement of Recommended Practice, pensions legislation, employment regulation and health and safety regulation, anti-bribery, corruption and fraud, money laundering, non-compliance with implementation of government support schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to use of restricted funds, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

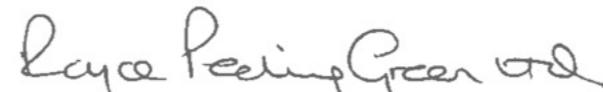
There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including

fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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/](http://www.frc.org.uk/) auditorsresponsibilities. This description forms part of our auditor's report.

## USE OF OUR REPORT

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Charities Act 2011, Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Carolyn Dutton (Senior Statutory Auditor)  
Royce Peeling Green Limited  
04/08/2021

Chartered Accountants  
Statutory Auditor

The Copper Room  
Deva City Office Park  
Trinity Way  
Manchester  
M3 7BG

Royce Peeling Green Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006

# STATEMENT OF FINANCIAL ACTIVITIES

## INCOME AND EXPENDITURE ACCOUNT YEAR ENDED 31 MARCH 2021

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Funds	Note
<b>Income from:</b>					
Donations and legacies	4,528,405	1,683,758	6,212,163	5,639,795	3
Charitable activities	112,464	-	112,464	49,925	
Government grants	-	88,348	88,348	-	
Investments	13,653	-	13,653	3,358	
<b>Total incoming resources</b>	<b>4,654,522</b>	<b>1,772,106</b>	<b>6,426,628</b>	<b>5,693,078</b>	
<b>Expenditure on:</b>					
Raising funds	798,662	16,205	814,867	798,096	4
Charitable activities	2,249,391	1,755,901	4,005,292	3,152,513	5
<b>Total expenditure</b>	<b>3,048,053</b>	<b>1,772,106</b>	<b>4,820,159</b>	<b>3,950,609</b>	
<b>Net income / (expenditure)</b>	<b>1,606,469</b>	-	<b>1,606,469</b>	<b>1,742,469</b>	
Transfer between funds	-	-	-	-	
<b>Net movement in funds</b>	<b>1,606,469</b>	-	<b>1,606,469</b>	<b>1,742,469</b>	
<b>Reconciliation of funds:</b>					
Total funds brought forward	3,729,425	-	3,729,425	1,986,956	
<b>Total funds carried forward</b>	<b>5,335,894</b>	-	<b>5,335,894</b>	<b>3,729,425</b>	

The statement of financial activities has been prepared on the basis that all operations are continuing operations.

There are no recognised gains and losses other than those passing through the statement of financial activities.

The notes on pages 47 to 54 form part of these accounts.

# BALANCE SHEET

## AS AT 31 MARCH 2021

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Funds	Note
<b>Fixed assets:</b>					
Tangible assets	69,477	-	69,477	36,016	8
<b>Total fixed assets:</b>	<b>69,477</b>	-	<b>69,477</b>	<b>36,016</b>	
<b>Current assets:</b>					
Debtors	536,279	-	536,279	279,778	9
Cash and cash equivalents	5,231,127	382,563	5,613,690	4,033,394	
<b>Total current assets</b>	<b>5,767,406</b>	<b>382,563</b>	<b>6,149,969</b>	<b>4,313,172</b>	
<b>Liabilities:</b>					
Creditors falling due within one year	(500,989)	(382,563)	(883,552)	(619,763)	10
<b>Net current assets</b>	<b>5,266,417</b>	-	<b>5,266,417</b>	<b>3,693,409</b>	
<b>Total assets less current liabilities</b>	<b>5,335,894</b>	-	<b>5,335,894</b>	<b>3,729,425</b>	
<b>The funds of the charity:</b>					
Restricted Income Funds	-	-	-	-	12
Unrestricted Funds:					
Designated fund	200,000	-	200,000	-	
General unrestricted funds	5,135,894	-	5,135,894	3,729,425	
Total unrestricted funds	5,335,894		5,335,894	3,729,425	11
<b>Total charity funds</b>	<b>5,335,894</b>	-	<b>5,335,894</b>	<b>3,729,425</b>	

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Approved by the trustees on 03/08/2021 and signed on their behalf by:

James Scroggs  
Director, Trustee

Company Reg. Number: 05378928 (England and Wales)  
Charity Number: 1110621 (England and Wales)  
Charity Number: SC044347 (Scotland)

# STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2021

	Total funds 2020/21 £	Total funds 2019/20 £	Note
<b>Cash flows from operating activities:</b>			
<b>Net cash provided by / (used in) operating activities</b>	<b>1,618,869</b>	<b>1,954,203</b>	A
Cash flows from investing activities:			
Interest received	13,653	3,358	
Payments to acquire tangible fixed assets	(52,226)	(36,016)	
<b>Net cash provided by/ (used in) investing activities</b>	<b>(38,573)</b>	<b>(32,658)</b>	
<b>Change in cash and cash equivalents in the reporting period</b>	<b>1,580,296</b>	<b>1,921,545</b>	
Cash and cash equivalents at the beginning of the reporting period	4,033,394	2,111,849	
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>5,613,690</b>	<b>4,033,394</b>	B

## NOTE A: RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Total funds 2020/21 £	Total funds 2019/20 £	Note
Net movement in funds for the year (as per the Statement of financial activities):			
	1,606,469	1,742,469	
<b>Adjustment for:</b>			
Interest received	(13,653)	(3,358)	
Depreciation	18,765	-	
(Increase) in debtors	(256,501)	(95,335)	
Increase in creditors	263,789	310,427	
<b>Net cash provided by operating activities</b>	<b>1,618,869</b>	<b>1,954,203</b>	

## NOTE B: ANALYSIS OF CASH AND CASH EQUIVALENTS

	Total funds 2020/21	Total funds 2019/20
<b>Cash at bank</b>	<b>5,613,690</b>	<b>4,033,394</b>

# NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2021

## 1. ACCOUNTING POLICIES

### BASIS OF PREPARATION

The financial statements have been prepared under the historic cost convention with items recognised at cost or transaction value unless stated in the relevant notes to the accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and in accordance with the Companies Act 2006. Campaign Against Living Miserably is a registered charity, no 1110621, and meets the definition of a public benefit entity under FRS 102.

The financial statements have been prepared on a going concern basis. The coronavirus pandemic has developed rapidly in 2020, with a significant number of cases. Measures taken by the government to contain the virus have affected economic activity and the charity's activities in various ways:

1. The impact of the pandemic was already being felt at the tail end of 19/20, with public fundraising and donations dropping to 74% of budget in March. March also performed worse than the previous year in public fundraising, reaching just 87%. This underperformance was almost entirely down to challenge event fundraising which performed at just 44% of budget as events began to be postponed and cancelled.
2. The emergency budget and strategy created in March 2020 necessitated scaling down and pausing various work streams and projects, resulting in some members of staff being placed on furlough.

Management implemented new strategic and tactical plans throughout March 2020 with an initial emergency budget to run through the first 4 months of the financial year 2020/21. In this scenario CALM was deemed to have sufficient cash and reserves to continue to fund reduced operations.

Trustees believe that the work undertaken with the new strategic direction demonstrates that CALM has adequate plans to adapt to the changing conditions and as such consider that there is no material uncertainty that casts doubt on the charity's ability to continue as a going concern.

Having eventually beaten the original revenue target for 2020/21, CALM's reserves remain strong and the organisation's ability to withstand further disruption to traditional revenue streams has been bolstered by the establishment of new diversified income channels. Corporate has overperformed and 'in-real-life' events such as The Lost Hours Walk and London 10k have been augmented with additional digital points of access for supporters' activity.

With a quarterly re-forecast process in place the Exec team, in conjunction with Finance and our Treasurer will monitor spend against revenue with a strict adherence to our reserves policy of 6-12 months.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

### COMPANY STATUS

The charity is a company limited by guarantee. The members of the company are the trustees named on page 39. In the event of the charity being wound up the liability in respect of the guarantee is limited to £1 per member of the charity.

### FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

### INCOMING RESOURCES

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to the resources, the trustees know it is probable that they will receive the resources and the monetary value can be measured reliably. Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

Grants, commissioning and corporate fundraising are included in the period to which the SoFA relates when:

1. the charity has unconditional entitlement to the resources; and
2. to the extent that the resources are provided to fund specific activities over defined periods of time, the charity is entitled to spend the resources and the corresponding liability has been recognised.

Grants, commissioning and corporate fundraising income that covers subsequent accounting periods is shown as deferred income on the balance sheet.

Where there are terms or conditions attached to incoming resources, particularly grants, then these terms or conditions must be met before the income is recognised as the entitlement condition will not be satisfied until that point. Where terms or conditions have not been met or uncertainty exists as to whether they can be met then the relevant income is not recognised in the year but deferred and shown on the balance sheet as deferred income.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

During the accounting period the company has received government assistance in the form of furlough payments for staff following the Covid-19 coronavirus pandemic. This amount has been classified as government grants within the SoFA.

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised; those for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity; those for use by the charity are included in the SoFA as incoming resources when receivable.

Donated facilities are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received. No amounts are included in the financial statements for services donated by volunteers.

Investment income is included in the accounts when receivable.

## EXPENDITURE AND LIABILITIES

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources, it is probable that settlement will be required and the amount of the obligation can be measured or estimated reliably.

Fundraising costs are those incurred in raising income for the charity through events and promotions, and seeking grant funding.

Support costs are allocated to activity cost categories on a basis consistent with the use of resources and include:

1. Office and administration costs incurred in connection with general management of the charity and compliance with constitutional and statutory requirements; and
2. Governance costs incurred in relation to the preparation and audit of statutory accounts, the costs of trustee meetings and the cost of legal advice to trustees on governance or constitutional matters.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

## LEASES

Rentals payable under operating leases, including any lease incentives received, are charged to the Statement of Financial Activities on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease assets are consumed.

## PENSION SCHEME

The charity contributes to a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity and contributions are accounted for when due.

## DEPRECIATION

All tangible fixed assets are stated in the balance sheet at cost less depreciation. The depreciation of assets is provided in equal annual instalments over the estimated useful life of the assets at the following rates:

**Short leasehold property** - Over the term of the lease  
**Computer equipment & furniture** - 33% straight line

## RECOGNITION OF LIABILITIES

Liabilities are recognised where it is more likely than not there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

## RECOGNITION OF BASIC FINANCIAL ASSETS

Debtors are measured on initial recognition at settlement amount after any discounts or amount advanced by the charity. Subsequently, they are measured at cash or other consideration expected to be received.

## 2. CRITICAL ACCOUNTING ESTIMATES

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, where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3. DONATIONS AND LEGACIES

	Unrestricted	Restricted	Total 2021	Total 2020
Donations	1,584,886	1,237,308	2,822,194	1,772,945
Public fundraising	2,943,519	-	2,943,519	3,514,150
Gifts in kind	-	446,450	446,450	352,700
<b>Total</b>	<b>4,528,405</b>	<b>1,683,758</b>	<b>6,212,163</b>	<b>5,639,795</b>

Restricted donations consist of grant income of £1,169,784 (2020: £374,980) and corporate income of £67,524 (2020: £56,125).

Legacies of £11,359 were received in 2021 (2020: £1,000).

Although required to disclose the aggregate donated by trustees the charity recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions. Total trustee donations of £11,362 (2020: £15,311) have been received in the year.

## 4. RAISING FUNDS

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2021	Total 2020
Fundraising activities	490,601	324,266	814,867	798,096

## 5. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2021	Total 2020
Service Provision	1,894,086	602,355	2,496,441	1,717,212
Promotion / outreach costs	1,053,124	435,727	1,488,851	1,266,203
Support After Suicide Partnership	20,000	-	20,000	169,098
<b>Total</b>	<b>2,967,210</b>	<b>1,038,082</b>	<b>4,005,292</b>	<b>3,152,513</b>

## 6. SUPPORT COSTS

Activity or programme	Office Costs	Management	Governance	Total 2021	Total 2020
Raising funds	111,868	210,976	1,422	324,266	187,983
Service provision	207,805	391,908	2,642	602,355	391,189
Promotion / outreach costs	150,320	283,495	1,912	435,727	245,654
Support After Suicide Partnership	-	-	-	-	8,332
<b>Total</b>	<b>469,993</b>	<b>886,379</b>	<b>5,976</b>	<b>1,362,348</b>	<b>833,158</b>

Support costs are allocated to activity areas on a fixed and variable basis.

The fixed cost element, estimated at fifty percent of total support costs, is allocated equally across the three principal activities: raising funds, service provision and promotion/outreach.

The variable cost element, also estimated at fifty percent of support costs, is allocated across all activities in proportion to the level of direct costs incurred in undertaking those activities. Given the nature of CALM's activities this is considered to be the most appropriate way in which to allocate variable costs.

Governance costs relate to the annual audit fee, legal fees and reimbursed trustee travel and meeting expenses. £5,976 was paid in the year to the auditors in respect of audit services (2020: £5,100) and reimbursement to trustees for travel expenses totalling £nil (2020: £275 for four trustees).

## 7. STAFF COSTS

Staff costs during the year were:	Total 2021	Total 2020
Staff salaries	1,596,190	1,355,070
Social security costs	168,189	130,703
Employers pension contributions	89,250	63,465
<b>Total costs</b>	<b>1,853,629</b>	<b>1,549,238</b>
	<b>Total 2021</b>	<b>Total 2020</b>
The average monthly number of employees employed by the charity during the year	37	33
Number of volunteers	0	348
Total volunteer hours provided	0	2,715

### Higher paid employees:

The number of employees whose remuneration fell within the following bands were:	Total 2021	Total 2020
£60,000 - £69,999	3	2
£70,000 - £79,999	1	1
£80,000 - £89,999	1	1
£120,000 - £129,999	0	1
£130,000 - £139,999	1	0

In addition, CALM receives a great deal of support from volunteers which is not financially accounted for in the figures above. Volunteers play a key role in the functions of CALM; further details of their contribution can be found in the trustees' report on page 35.

The key management personnel of the charity comprise, the Trustees, the Chief Executive and Operations Director/Chief Operating Officer ("COO") whose total employee benefits (including employer pension contributions) amounted to £221,834 (2020: £221,875)

There were nil ex-gratia payments during the year (2020: nil).

## 8. TANGIBLE FIXED ASSETS

	Short leasehold properties	Office equipment & furniture	Total
<b>Cost</b>			
At 1 April 2020	18,749	20,098	38,847
Additions	11,357	40,868	52,225
<b>At 31 March 2021</b>	<b>30,106</b>	<b>60,966</b>	<b>91,072</b>
<b>Depreciation</b>			
At 1 April 2020	-	2,831	2,831
Charge for the year	5,249	13,515	18,764
<b>At 31 March 2021</b>	<b>5,249</b>	<b>16,346</b>	<b>21,595</b>
<b>Net book value</b>			
At 31 March 2020	18,749	17,267	36,016
<b>At 31 March 2021</b>	<b>24,857</b>	<b>44,620</b>	<b>69,477</b>

## 9. DEBTORS

	Total 2021	Total 2020
Trade debtors	9,699	35,650
Prepayments and accrued income	465,286	174,293
Other debtors	61,294	69,835
	<b>536,279</b>	<b>279,778</b>

## 10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2021	Total 2020
Trade creditors	282,084	129,420
Deferred income	382,563	359,327
Income tax and social security	56,670	55,434
Accruals	162,235	75,582
	<b>883,552</b>	<b>619,763</b>

Deferred income, which is restricted, consists of income deferred to the following year, when the expenditure to which the income relates will be incurred. The deferred income above is for the helpline technology development, service provision and volunteer programme.

## 11. UNRESTRICTED FUNDS

### GENERAL FUND

	Balance at 1 April 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
General fund	3,729,425	4,654,522	(3,048,053)	(200,000)	5,135,894
	<b>3,729,425</b>	<b>4,654,522</b>	<b>(3,048,053)</b>	<b>(200,000)</b>	<b>5,135,894</b>

The general reserves are free funds of the charity and are not designated for particular purposes.

### DESIGNATED FUND

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
Helpline technology development	-	-	-	200,000	200,000
	-	-	-	<b>200,000</b>	<b>200,000</b>

The purpose of the designated fund is to provide provision for continued investment of the helpline technology project.

## 12. RESTRICTED FUNDS

Fund Name	Balance at 1 April 2020	Income	Expenditure	Balance at 31 March 2021
Helpline and webchat service provision	-	1,018,362	1,018,362	-
Helpline technology development	-	109,731	109,731	-
Support to young men at risk of suicide	-	49,927	49,927	-
Improving support information	-	19,296	19,296	-
User preference project	-	39,992	39,992	-
		<b>1,237,308</b>	<b>1,237,308</b>	-

### Gifts in Kind

PR support and campaigning	-	444,600	444,600	-
Operational support costs	-	1,850	1,850	-
		<b>1,683,758</b>	<b>1,683,758</b>	-

Helpline and webchat service provision fund is for the funding of the helpline and webchat service and is restricted to covering the costs from the external provider and specific service promotion.

Helpline Technology Development fund is for the delivery of Project RIO, focussing on improving our webchat service with innovative technology.

Support to young men at risk of suicide fund covers expenditure on staffing and programme costs to deliver CALM's at high risk work (previously termed engagement and outreach).

Improving support information fund covers the costs of updating and improving accessibility of pages on our website relating to specific issues people face.

Our User preference project was a discrete project to adapt our site and CRM to allow users to log in and update their preferences.

During this year, a grant of £234,783 was received by the Department of Health and Social Care which was split between helpline and webchat service provision, helpline technology development, improving support information and the user preference project.

## 13. RELATED PARTY TRANSACTIONS

In 2021 there were:

- Legal expenses of £nil (2020: £765) charged by Simons Muirhead & Burton, of which Richard Baskind (Trustee) is a partner.
- Marketing costs of £68,881 (2020: £nil) for campaign ideation, design and production from adam&eveDDB, of which, Will Grundy (Trustee) is a senior planner.
- Consultancy expenses relating to the collectives team of £nil (2020: £10,000) charged by Marcus Chapman, a Trustee.

## 14. PROVISIONS AND FINANCIAL COMMITMENTS

	Total 2021	Total 2020
Total non-cancellable commitments under operating leases expiring:		
In less than one year	242,342	108,775
Between two to five years	238,918	470,700
	<b>481,260</b>	<b>579,475</b>

