

*WHEREVER*  
**YOU**  
**NEEDED US.**

ANNUAL REPORT  
2021/22

**CAMPAIGN  
AGAINST  
LIVING  
MISERABLY**

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# CAMPAIGN AGAINST LIVING MISERABLY

**UNITED  
AGAINST  
SUICIDE**

## INTRODUCTION FROM THE CHAIR OF THE TRUSTEES

### We are now in a decade of change.

2020 was a strange and difficult year for so many of us. It forced us to think about the things we took for granted, reconsider what was important and rethink what the future could look like.

We worked from home to keep ourselves and others safe, faced more lockdowns and another Covid Christmas, but CALM adapted to ensure we were there for anyone who needed us during this tough time.

Tiptoeing into 2021 we continued to live with Covid while facing the challenges that the cost of living crisis churned up. People needed us more than ever, and while the world changed, CALM continued to be there, no matter what.

Today, that speaks to two drivers for CALM, which did not just inform 2021, but will shape our decade ahead.

### Firstly, there is a new, rich intersection in business.

In the commercial sector, companies recognise that connecting with purpose in their staff and customers increasingly represents the table-stake for success in any market – the pursuit of profit at all cost is no longer acceptable. Corporate purpose can be profitable so long as it also generates positive impact.

In the third sector, companies (social enterprises, charities etc) recognise that purpose alone cannot sustain a business. Doing good is not enough – they need to diversify income with a commercial model that is both sustainable and sustaining in a time of economic hardship, uncertainty and fear.

The overlap is where CALM was at its very best in 2021. An ever-entrepreneurial business, CALM is driven by stated charitable objectives of suicide prevention, yet holds itself accountable to strong commercially driven operational models and metrics. The more revenue we generate, the more impact we can create. And the best means to generate revenue is to start a conversation about life as the antidote to death.

As usual, it's fitting to offer sincere thanks to all corporate supporters in the past year, who so tirelessly campaigned with us. Their leaders and staff members, who stood alongside all our supporters and continued to champion our cause and maintain the conversation for change.

As a long-standing patron and chair of the board of trustees of CALM, it's easy to underestimate the heft of

every single week at CALM. The team has maintained our ambitions for growth in the face of such enormous challenges. We now know, the pandemic was really only the kick off, and times are only getting tougher.

With clear-sighted leadership from Simon, his methodical yet agile operations across the organisation and continuous focus on services, CALM continues to prove its efficacy as a campaign to ride the period of change ahead. In 2021, despite all the pressures, the team delivered our budget. The board can only salute them all.

CALM has always excelled at making noise to break the stigma of suicide in innovative and groundbreaking ways.

### In 2021 we invited people to Stay.

The simplest four-letter word can send a plea from the heart, pledge support, rebuild kinship and belonging. It can be filled with the promise that we can get through and the future can be brighter.

There is something humble and human about the power of a single word to unite us against suicide.

Reflecting back to 1998, when a creative team at Ogilvy alighted on the word CALM as an acronym of Campaign Against Living Miserably for an NHS pilot, that deft sleight of hand of a single humble word would be endlessly unpacked into a sense of agency and activism. It is something we prize to this day.

Every year the organisation and its supporters fall into a rhythm, taking action together to combat isolation and for so many - suicidality.

Despite the challenging time, CALM pushed further, operating outside the status quo to achieve our life-saving goals and normalise the conversation on mental health. Continuing to show up for the at-risk, the bereaved, the carers, the concerned, the campaigning stalwarts, the newest fans.

### It has set the tone of the decade.

### We stand united against suicide.



J Scroggs – Director, Chair of Trustees  
10 October 2022

**IN 2021/22  
OUR HELPLINE  
ANSWERED**

**155,525**

** CALLS &  WEBCHATS**

**"I found someone who listened and that was all I needed at that moment: to be heard."**

Webchat User

**WE CONTINUED TO BE THERE, NO MATTER WHAT.**

After a rollercoaster two years, the world started to open up again, but with it came a lot of post-pandemic worries. The prospect of heading into a new 'normal' felt overwhelming following the devastating loss of life, social isolation and uncertainty we'd all faced.

As things changed, CALM was there to see people through the weird times, from freedom day anxieties to the possibility of another cancelled Christmas.

While we were out of lockdown, our services were more in demand than ever and our helpline saw an 11% increase. Plus the launch of our WhatsApp service meant we were there, wherever you were.

A lot changed, but CALM was here through it all.

**WE SPENT OVER A MILLION MINUTES ON OUR HELPLINE. LISTENING, CHATTING AND HELPING PEOPLE SEE A WAY FORWARD.**



# NEW LOOK, SAME *LIFE-SAVING* SERVICES.

**Changing opinions, changing culture, changing lives. Change is important to us.**

We made some changes so we can continue to do those things and more. Our new look makes it possible for us to reach more people who need our life-saving services and ensure we continue to grow and evolve our approach and our strategy for the people who need us most.

Everyone deserves access to the support they need when they need it, and making that possible won't change. We're here for whoever needs us. No matter what.





## WE'RE HERE TO SAY: STAY

We let everyone across the UK know that someone wants them to stay, launching a campaign to tell anyone and everyone who can't see a way out: "Things can change". To say to them "Just stay".

Why? Because every week in the UK 125 people take their own lives; 125 individuals who couldn't see a way out.

But at CALM, we believe there is always hope, always a reason for living. That's why we've launched Stay – to show you that things can change, no matter how you feel right now. That there's always a way forward.

From our helpline and the stories of our supporters we know that one word, one reason, one moment of closeness, can mean another day alive.

We also know these can be the hardest words to find or say. That's why we spread our message across the country: on billboards and bus stops, on socials and on streets. We want everyone to stand with us, so together we can save more lives and help those who are left behind.



**"AT THE END OF  
A BREAKDOWN,  
THERE'S A BREAK  
THROUGH."**

**ALIKA**



STAY



CAMPAIGN  
AGAINST  
LIVING  
MISERABLY

UNITED AGAINST...

GAP

WESTBU

01245 32650  
www.westburygarden

# THROUGH UPS & 'SNMMOD

**While the doors to nightclubs flung open and many marched maskless into their local pub, Covid was still a heavy and overwhelming elephant in the room for lots of people.**

## **AS THE WORLD OPENED UP, WE HAD YOUR BACK**

Stepping into the unknown brought about all sorts of emotions, and for many, freedom day didn't mean freedom from worries and anxiety. We put together some tips on how to adjust to this change.

After months of following rules and restrictions, the idea of being left to our own devices felt a bit like taking the stabilisers off when still learning to ride a bike. A poll on our Twitter revealed 27.2% of you were excited for the changes - but 72.8% of you felt anxious about them.

We asked you on Instagram how you felt about all lockdown restrictions ending to try and get an idea what was on your mind, then used your responses to write some advice to help you through this strange time.

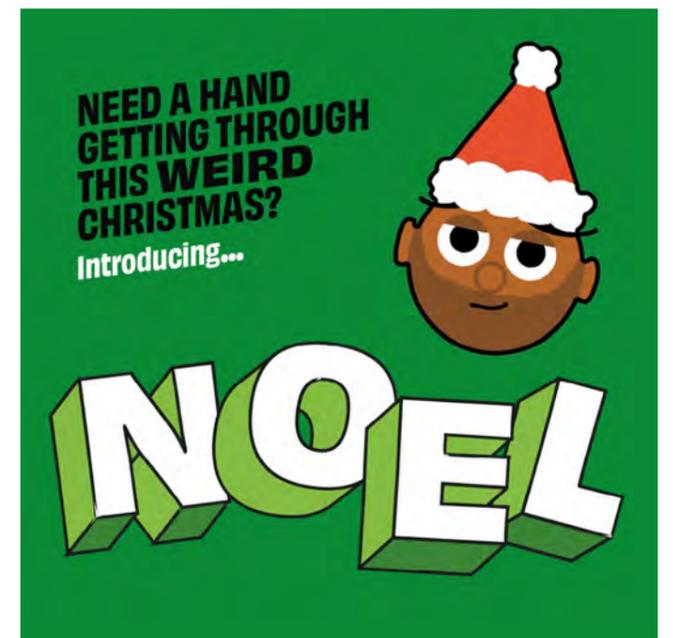


## **GETTING YOU THROUGH ANOTHER ANXIOUS XMAS**

Christmas looked a little different last year, and festivities were clouded by the pandemic once again, throwing up a whole load of new anxieties.

News headlines put a downer on the upcoming celebrations and the countdown to Christmas was marked by daily lateral flow tests and worries about having to isolate on the big day. Along with the news that we might face food shortages and rising energy prices, it was difficult to muster the usual Christmas spirit.

At CALM, we also know Christmas isn't a jolly holiday for everyone. There's stuff that can make this time of year really tough, so we asked our helpline workers for some advice on how to quiet common Christmas anxieties.





## RYAN THOMAS: 10 MARATHONS IN 10 DAYS

For many of us, the idea of completing one marathon is daunting enough, but Corrie star Ryan Thomas' drive to walk the length of ten wasn't just about challenging himself physically.

Deciding to walk from London to Manchester for CALM, Ryan chose to start his walk during Mental Health Awareness Week, hoping to use his platform to raise money to help support people struggling. His incredible challenge has helped fund over 20,000 helpline calls and inspired many people to come forward when they're finding things hard.

260 miles, over £160,000 raised and one very bruised toe later, it was only right Ryan Thomas became a CALM ambassador.



**"It made me reflect on the fact that if you're going through a struggle with mental health, even when you want to give up, you have to remember you can get through it."**

# IRL EVENTS MADE A RETURN!

Our supporters were back with even more enthusiasm and after over a year of virtual fundraising and challenges at home it was finally time to open up big events again.

Covid saw our supporters taking on some weird and wonderful fundraisers in their own homes. Restrictions meant people had to get creative with how they raised money for us, from laps round their gardens to ice baths in bins, but the easing of restrictions meant a return to the events we'd missed.

We rolled out the confetti canyons and kicked things off at the ASICS London 10K, CALM's signature takeover event. 144 runners came together and raised an amazing £28,927, but it was less about the money and more about being together again to run against living miserably.



## THE RETURN OF LOST HOURS WALK

We decided to shake up the Lost Hours Walk 2021, offering two ways to smash the silence around suicide. As well as hosting the London event, people were able to create their own local Lost Hours Walk, meaning wherever you were in the UK, you could join in. As the clocks went back, we walked forwards, united against suicide.

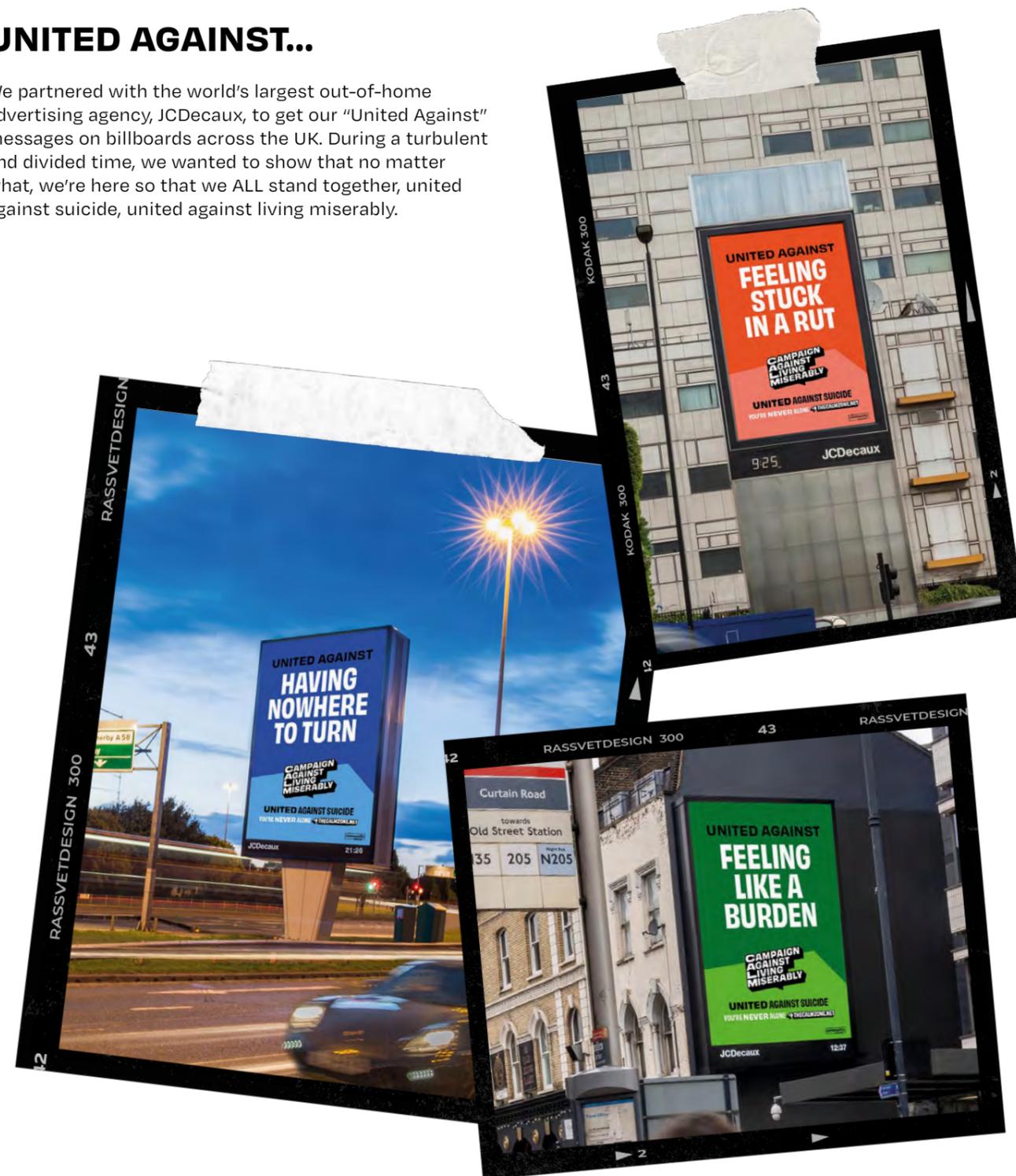
A huge thank you to everyone who took part.

**WE WERE  
WHEREVER  
YOU  
NEEDED US.**

**From toilet doors, to your morning commute,  
we popped up in unexpected places to  
remind you that we're here, no matter what.**

### **UNITED AGAINST...**

We partnered with the world's largest out-of-home advertising agency, JCDecaux, to get our "United Against" messages on billboards across the UK. During a turbulent and divided time, we wanted to show that no matter what, we're here so that we ALL stand together, united against suicide, united against living miserably.



## FEELING SHIT'S SHIT.

As well as being International Men's Day, it was also World Toilet Day, so we combined the two. No, we're not taking the piss.

We asked everyone in the UK to put our posters up in their local gents bog, to let people know that if they're feeling shit, we're here to help. Why was this important? Every week 125 people in the UK take their own lives. And 75% of all UK suicides are male.

We asked you to stand with us and share the message, to let everyone know that if they're struggling they don't have to keep it in any longer - they can speak to CALM.



*SHINING A*  
**LIGHT**  
ON STORIES  
TO SAVE  
**LIVES.**

**We're all about starting important conversations, from chatting about struggles with body image, to encouraging the gaming community to talk about mental wellbeing - this year was no different.**



**CHERRY VALENTINE ON BEING A DRAG QUEEN FROM THE TRAVELLING COMMUNITY**

Everyone's family has expectations. Whether it be the job you do or the type of person you marry, our families and communities often spell out the life they expect us to live. But what about if you don't fit the mould that's been carved out for you? We spoke with RuPaul's Drag Race UK's Cherry Valentine to find out more about growing up queer in the traveller community and how it impacted their mental health.

We were deeply saddened to hear of the death of Cherry Valentine.

They were a passionate mental health advocate who worked tirelessly to raise awareness of the issues close to their heart - and we were lucky enough to work with them on a number of occasions to help share that message.

Our thoughts are with their family, friends and anyone who is struggling with the news.

**"I feel uncomfortable talking about my background and my family, but I think to be able to talk about it is a really, really important thing to do. I don't know if the community is fully open to it all yet, or me, but I know a lot of people are working on that."**

## FINDING THE WORDS WITH DANTDM

It can be tough to level up when stuff gets you down, so we joined forces with the one and only DanTDM, for a gaming video with an important easter egg – a hidden message about how it can be difficult to find the words when things feel stuck on hard mode.

DanTDM is a legend in the gaming world, with more subscribers on YouTube than Beyoncé and his very own waxwork in Madame Tussauds. But Dan has bad days like all of us, something he doesn't normally shout about on his YouTube channel.

He was eager to use his platform to show how lots of us bottle things up when we're having a crap day, so we teamed up to create a video encouraging you to reach out next time you're feeling rubbish.



## HOMELESS TRUTHS

We joined up with the British Journal of Photography for a unique project called Homeless Truths, telling the stories of real people experiencing homelessness in London, through their own eyes.

Too often homeless people are ignored and walked past. Made to feel like they're 'other' or people to be pitied. To have their humanity taken away from them. We wanted to turn this point of view around. We asked homeless people to shoot how they feel. To share the reality of their life with us. In their own voice, through their own eyes.



## BODY TALKS: GETTING TO GRIPS WITH BODY IMAGE

We've all felt crap about how we look, right? Right.

No matter who you are, where you're from, or your gender, the way your body looks can make you feel rubbish.

We know men struggle with how their body looks, so we partnered with Instagram and some familiar faces like Jamie Laing, Russell Kane and Leon McKenzie, to start a conversation about the good, the not so good, and, let's be honest, the awkward bits.



**WE ASKED 2000 MEN ABOUT HOW THEIR BODIES FEEL. OVER ONE THIRD OF MEN (35%) ARE UNHAPPY WITH HOW THEY LOOK.**



# OUR CORPORATE PARTNERSHIPS

## INVESCO

2021 saw the end of an amazing two-year partnership with Invesco. Despite the fact the partnership started in lockdown, that didn't stop the Invesco team raising over £260,000 for CALM's services.

## OSB GROUP

The team at OSB Group used their creativity to support CALM. Raising over £121,000 through step challenges, bake sales, pumpkin carving contests and a spooky Halloween event.



## BIGHAND BIKE RIDE

The incredible employees at BigHand took on a mammoth cycle ride and raised a mammoth amount of money. Cycling a huge 300km, 40 brave BigHanders raised a staggering £18,154 in support of CALM.

## AVEVA'S INTERNATIONAL LOST HOURS WALK

Aveva tackled CALM's Lost Hours Walk for the second time, this year involving their international team. From Cambridge to Dubai, people joined from all over the place, helping to raise a huge £16,800 and smash the silence around suicide.

*THROUGH*  
**HIGHS**  
AND  
**LOWS.**

# GAME ON!

## FOOTBALL AGAINST LIVING MISERABLY



### CARING UNITED

This year we partnered with Carling to shine a light on ordinary people doing incredible things with the beautiful game. To show that football is more than a game.

With the help of Ashley Cole, we told stories about the power of football to bring communities together, from the Ancient Mariners, a walking football team for over 55s, to East End Phoenix, a club with a mission to offer inclusive opportunities for the LGBTQ+ community.

The campaign has been massive, with over 7 million views and over 21 million impressions. We'll be continuing to tell inspiring stories of grassroots teams, celebrating how football is about being part of something. A reason to get together, do what you love and feel better for it.



### TEAMING UP WITH LONDON FA TO SUPPORT PLAYERS

We teamed up with the London Football Association to help safeguard players and promote safe and inclusive football. Working with their safeguarding and disciplinary team, we created a support package to support victims of abuse and help prevent abuse in football.



### KENT KICKABOUTS

We also joined forces for Kent FA Kickabouts. These easy-to-access matches are for everyone, giving anyone the chance to join a team whatever their background, gender, or ability. It really is as simple as showing up. CALM works with clubs across the UK to ensure players know about our life-saving services and how to talk about mental wellbeing with their teammates.

**"The dads involved with Match of the Dads are a support network for everyone involved. Being a dad is full of challenges - personal, financial, physical and mental."**

Paul, founder of Match of the Dads. Carling United.

## ORIGINAL PENGUIN

We all have our own tale to tell and you never know what's going on for someone #UnderTheSurface.

That's why we partnered with iconic clothing brand, Original Penguin, to create a podcast series that brought together people from the world of sport and entertainment, and uncovered their stories. From DJ and producer Majestic to footballer Andrew Cole, we brought you powerful and surprising stories that challenged the stigma surrounding mental health.



## SEAT: THE LANGUAGE OF LISTENING

You know what it's like. Your mate is struggling but you're not quite sure what the right thing to do or say is. It all feels a bit awkward. But it doesn't need to be.

We worked with our mates at SEAT to say that if you think someone is struggling, don't always accept "I'm fine". We know that when a mate is finding things tough, it's difficult to know how to help, so we joined with SEAT for The Language of Listening, a series of hints and tips that make it easier to talk about the stuff that really matters.



# BRAND

# PARTNERSHIPS



## ITV2 THE FULL TREATMENT

TV stars and CALM ambassadors, Amber Gill and Kem Cetinay, hosted The Full Treatment in collaboration with CALM. The show saw the former beauty therapist and barber encouraging fellow celebrities to open up about their mental wellbeing while being pampered.



## PUMA X CALM: SPARK CHANGE

Let's be honest, we're not all marathon runners. But that doesn't mean we can't enjoy the benefits exercise can offer.

Doing a few laps around the park or some burpees while the kettle boils can work wonders for your physical health - but it's good for your head too. That's why we partnered with PUMA - to get more people involved in moving for their mental wellbeing.

# INTRODUCING: NEW AMBASSADORS

We added more brilliant ambassadors to the CALM team, from dancing queens to TV stars - here's our newest faces.

## SHIRLEY BALLAS

Shirley is a long-time supporter of CALM, but last year we made her an official ambassador. She lost her brother to suicide in 2003 and has since been fuelled to encourage people to talk to someone if they're struggling with depression.

**"When I got asked to be a CALM ambassador, I was really quite ecstatic. When my brother passed away he had a lot of challenges with his mental wellbeing and Strictly has given me a platform where I can talk about it a lot more. I feel like this is in memory of my brother and I'm excited to get people to engage and talk about how they're feeling, but also to learn tools that can help people."**



## RYAN THOMAS

Actor Ryan Thomas became a CALM ambassador following his monumental challenge during Mental Health Awareness Week 2021 - where he walked 10 marathons in 10 days, raising an incredible £160,000 for our life-saving services. Ryan lost a friend to suicide during the pandemic and has friends who have struggled.

**"I want to bring about more honest and open conversations and focus on getting people to talk more, because we all have struggles and we're all human beings. I also want to focus on young people's mental wellbeing, because they're leading the way and are going to be the ones that make a change for their generation."**



## JAMIE LAING

TV star Jamie Laing spoke openly to CALM about his struggles with anxiety during the pandemic lockdown and the pressures he faces with constantly being in the public eye. He soon joined our team of ambassadors with buckets of enthusiasm, aware that there's power in opening up to others about our emotions.

**"CALM is an incredible charity. 125 people take their own lives each week and 75% of them are male, so if me speaking up can help at least one person open up about how they're feeling, that'd be amazing."**



## AMBER GILL

Former Love Islander, Amber Gill, became an ambassador after the ITV series, The Full Treatment, made in collaboration with CALM. Amber has struggled with anxiety since Love Island and is passionate about shining a light on life's ups and downs.

**"It's important to me that my followers know that I struggle too. I try to show my full life on Instagram but it's hard - it's important people see we're not always just laughing and joking all the time and that we do have issues and struggle."**

# FUNDRAISING LEGENDS

CALM supporters are the trailblazers, the force that keeps us fighting against suicide. Once again you took on the bold, the brave and the damn right bizarre to help us be there, no matter what. From epic ice baths and pugs taking on step challenges (yes really), to mega marathons and triathlons, there were loads of highlights. Here's just a few of them.



**"I run to be with Mark and to remember how strong I am."**

**Vikki, PUMA X CALM: Spark Change Run**

Vikki started running after losing her partner Mark to suicide, but she also found a new passion that helps her manage her mental wellbeing. She took part in the PUMA X CALM: Spark Change Run and used her love for running to raise awareness for our life-saving services.



**"When you lose someone to suicide you feel an urge to help, to do anything as it's too late to help the person who has now gone. I thought football would be a great channel to raise awareness and provide tools around mental health."**

**Giancarlo, Founder of the Mental Health World Cup**

After losing his brother, Lanfranco, Giancarlo started The Mental Health World Cup, a football event to get people talking about mental wellbeing. Ten years on and the MHWC has raised an amazing £85,000 for CALM.



**"It was always going to be special with us all reuniting after such a strange and tough time, but the feeling of friendship, community and positivity in the air was truly inspiring."**

**Marcus, Nelson's Tour de Test Valley**

The Tour De Test Cycle Sportive returned with a bang! Following a cancelled event the previous year due to Covid, it was great to see so many people back together, ready to ride against living miserably.



**"I've been there, stepping onto the edge of self destruction more than once. Having found the tools to live a happier and fulfilling life, I now want to use this run to raise both awareness and funding for CALM."**

**Matt, Run the Country**

Matt took on an epic challenge for CALM, running over 22 ultra marathons in less than a month. Starting in Cornwall and finishing up in London, he did it all in support of our life-saving services.

**THANK**  
*you*

**AMATEURS TRUST**

**AVEVA**

**BARCLAYS FOUNDATION**

**BIGHAND**

**BMW**

**DEPARTMENT OF HEALTH AND SOCIAL CARE**

**FREE NOW**

**THE BALLY'S FOUNDATION (FORMERLY  
KNOWN AS THE GAMESYS FOUNDATION)**

**HOUSE OF VANS**

**INVESCO**

**ITV**

**KIND**

**LNER**

**MOLSON COORS**

**OSB GROUP**

**ORIGINAL PENGUIN**

**PUMA**

**RIGHTMOVE**

**ROYAL ENFIELD**

**SEAT**

**VIRGIN ACTIVE**

**WORSHIPFUL COMPANY OF INFORMATION  
TECHNOLOGISTS**



# TRUSTEES' REPORT YEAR ENDED 31 MARCH 2022

The Trustees' present their report with the financial statements of CALM for the year ended 31 March 2022.

# SECTION I - STRUCTURE, GOVERNANCE AND MANAGEMENT

## I.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.

## I.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 skill 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 potential candidates 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.

## I.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 51 employees in the London office (as at 31 Mar 2022).

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 (ED&I)

CALM's policy is to support the diversity and inclusion of staff and volunteers through equal opportunities and practices. In 21/22 CALM worked with a partner to assess CALM from an ED&I perspective via staff surveys and listening sessions. The results of the surveys and listening sessions have informed and continue to inform an ED&I strategy, including 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. In addition and with due regard for the short-term liquidity requirements of operating the charity, the Trustees, in agreement with the executive, have the power to utilise funds within longer-term investments. 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, 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.

## I.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 regularly 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. Management accounts, including a cash flow report, 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 wellbeing amongst, but not exclusively to, young persons in the United Kingdom. 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

In order to achieve its objectives, CALM's strategic goals and main activities are:

- To campaign to increase the awareness and understanding of suicide in the UK; to create a platform and a movement that encourages and facilitates help-seeking behaviours and a shared purpose in suicide prevention.
- To provide services for people who do not feel current services in the UK are right for them; principally a helpline and webchat service, plus CALM's website, campaigns and engagement materials which provide information and support for anyone in the United Kingdom.
- To grow a community of individuals and groups, brought together by common interests, to support and learn from each other, improving wellbeing and for a Movement Against Suicide.

## 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 2021/22

Amidst the ongoing backdrop of the pandemic, the strategic focus for 2021/2022 was recovery whilst putting the house in order and gearing up for growth at the end of the year and into 2022/2023.

During the pandemic, the CALM helpline strategy became broader, targeting those with general mental health challenges rather than specifically those at high risk of suicide. A consequence of this was that the service became more gender and age inclusive.

To service this bigger and broader audience there was a shift in focus to maximising helpline effectiveness, whilst providing support through self-help content and technology. To enable this, a better understanding of the audience was required. This, as well as investment in people, process and infrastructure, was supported by a strategy of revenue recovery and growth.

The strategy was delivered through six strategic pillars:

### 1. SERVICES

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

### 2. AUDIENCE

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

### 3. REVENUE

Return to pre-Covid-19 pandemic revenue growth plan

### 4. BRAND

Grow our relevance and resonance to an increased audience

### 5. PEOPLE

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

## 6. DELIVERY

Invest in people and systems to help CALM achieve the strategy

## 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, run by paid and trained staff and 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.

Demand increased throughout the year, ending on an 11% increase. We saw a reduction in the amount of "suicides prevented"\* reported by the helpline. This was largely due to the broadening of needs that were experienced by our service users. To meet this demand, we increased our helpline capacity by 8% and continued to provide specialist training to helpline workers, to equip them to handle the increasing range of issues they were faced with.

Work continues to improve the efficiency of our helpline webchat service and the user experience of people in the queue. Having launched Qbot in the previous year we have continued to build the bank of questions that it is able to answer. This has led to an increase in the bot confidence score from 86% to 93%. This means 93% of questions that are posed to the bot are provided with relevant answers. This is a valuable route for service users to find information both in and out of helpline hours. We are consistently building out the content that this bot can direct people towards, whether that's CALM Guides that provide information on common issues, or relatable content that make users feel less alone and gain a sense of belonging.

\*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, 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 March 2022, CALM hired a new Head of Services role to further increase the ways in which CALM can support its service users.

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

It should be noted that changes in data sources and data structuring between 20/21 and 21/22 mean that the comparison is not exact, however, the data shows an accurate reflection of trend.

	17/18	18/19	19/20	20/21	21/22	21/22 % change
Demand in service hours	96,518	146,076	185,895	257,045	284,960	11%
Contacts answered	72,856	95,167	134,982	147,283	155,525	6%
% contacts answered	76%	65%	73%	57%	55%	-2%
Suicides prevented	456	710	646	472	324	-31%

### Support After Suicide Partnership

The Support After Suicide Partnership (SASP) strives to provide individuals who have been bereaved by suicide with appropriate and timely support. SASP works as a collaborative network to provide effective advocacy, signposting and research within suicide bereavement in order to ensure bereaved individuals are equipped with the support and resources they need. CALM recognised the importance of SASP's work by supporting financially for 21/22.

## 3.2.2 AWARENESS

Coming out of the global pandemic, the CALM team has become more agile and reactive to opportunities, which allowed us to expand our reach and relevance to new audiences and build on our Against Living Miserably platform.

Under a newly appointed CMO, we have continued to optimise the Marketing and Communications team structure to create clearly defined roles and responsibilities, with growth and development opportunities for the whole team.

The Marketing and Communications team now operates under four functional areas:

- Brand and Performance Marketing
- Partnerships - including Brands, Ambassadors and Communities
- Creative Studio
- Communications - PR and Social

Under each functional pillar a team lead has developed a strategy and measurement plan to ensure efficiency and impact in meeting organisational objectives. To deliver on these strategic objectives, greater specialist expertise was needed and a dedicated Social Media Manager and Performance Marketing Manager (started in Q1 22/23) were hired to allow for continued growth and efficiency in reaching and engaging new audiences.

This has resulted in aided awareness increasing to 32% (up from 21% April 21) with 778k new visitors to the CALM website, 84k users signed up to our new CRM email marketing platform, and a total of 606k engagements with our social content.

### Audience Segmentation

In 21/22 we commenced audience segmentation work to better understand our key audiences, with a view to ensuring continued and improved relevance and support through evaluation of our product, service and content offering. This project is ongoing and will complete in 22/23.

### Campaigns

We have continued to develop content and campaigns to raise awareness of suicide and suicide prevention and give everyone the tools to live less miserably.

In September we launched the Stay campaign, which was developed entirely by our in-house Creative Studio. The campaign launched on World Suicide Prevention Day, and through stories and national out-of-home advertising we were able to create 11m impressions and drive 84k engagements with the campaign content, and provide a message of hope to those in crisis. Simultaneously we were able to launch our new brand identity, look and feel as part of the campaign.

This was followed up with a relaunch of our brand position, Against Living Miserably, in partnership with JCDecaux, running ongoing contextual messages of hope and support. 21/22 also saw the development of CALM's biggest ever campaign, The Last Photo, which was eventually launched in Q1 22/23.

### Brand Partnerships

Our Brand partnerships continued to grow, with official collaborations with Netflix, Spotify, Original Penguin, Puma, ITV2, and Carling. The Carling partnership was an opportunity for our Creative Studio to develop and deliver a full campaign. More Than A Game, featuring Ashley Cole and a number of grassroots teams, has led to continued development of a new creative campaign in 22/23.

A new Brand Partnerships playbook is in development to allow for a scaled approach to working with partners, to establish efficiency and track impact on meeting organisational objectives.

### Ambassadors

Our Ambassador Programme has continued to expand to reach new audiences in a credible and authentic way. This year, we have added to our programme with the following stars: Jamie Laing, Shirley Ballas, Ryan Thomas and Amber Gill. The Ambassador Program is also developing a playbook to enable better focus, scale and revenue generation going forward.

### Communities

The renaming from 'Clubs' to 'Communities' reflects our desire to work with a wide range of intermediaries to reach the people they represent, from clubs like Henley Rugby Club, to organisations such as the FA, as well as other less formal groups. Our key focus remains enabling organisers to "CALMify" their community, bringing CALM into the lives of their members. A strategic playbook is in development to have a more focused approach to the expansion of this function, and to bring fundraising further into the heart of the programme.

### 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. As the effects of C19 continued to be felt throughout the majority of 2021/22, the pause on our volunteering programme continued, as volunteer opportunities remained few and CALM continued restrictions on office working.

As we look to the next financial year, we are looking to evaluate how volunteers can best support our mission.

## 3.2.3 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, as well as working with grant-making organisations.

Focus for the year was on regaining lost ground and working to turn revenue streams to growth once more. As events became possible again, our challenge event revenue doubled and we were able to hold our annual Lost Hours Walk event. We were successful in accessing further financial support from the DHSC to enable us to maintain our helpline and webchat services.

Other areas of revenue were more challenging. In the previous financial year CALM benefited from a number of Covid relief funds which were not available to us in 2021/22. Additionally, where our partners had offered us good financial support in the previous year, many were unable to continue this into 2021/22. Generally, we also saw a decline in revenue from community fundraising; a trend felt across the sector.

Within 22/23 our focus will turn to supporter recruitment, as well as retention and the creation of new fundraising products and initiatives. The recruitment of a Head of High-Value Fundraising will drive a more strategic approach to working with partners. Work to better understand our audience and a new focus on performance marketing will enable us to better engage potential supporters.

CALM 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.

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 did not employ the services of any third-party fundraisers in 21/22.

## 3.2.4 OPERATIONS

### Website

CALM's website continues to serve three main functions:

- Service provision via links to key services and timely presentation of issues related content.
- Getting people involved by donating, fundraising, volunteering or participating in a campaign.
- Providing inspiring information on CALM, our campaigns, ambassadors and supporters.

Ongoing development of the existing website through-

out 21/22 helped optimise delivery of these functions. In the latter part of the year we developed a new website (launched early 22/23) that significantly improved functionality and brought the website in line with CALM's refreshed branding. The new site allowed for better tracking and data capture to create an optimised user experience with clear calls to action, including 'share' functionality across all content to encourage user sharing to increase awareness of CALM.

#### HR and support for staff

As part of its commitment to being 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 June 2021 we shifted our focus from purely HR to People Operations, with the ultimate goal of creating the best possible employee experience. We've weaved together insight directly from our staff and expertise from the People Operations team to deliver an employee experience throughout 21/22 that caused our eNPS score to increase from 23 in April 2021 to 49 in April 2022.

Our commitment to ED&I continues to develop and the impact can be seen throughout the organisation, most notably through the introduction of a pay philosophy,

transparent pay brackets and a clear framework for progression. Our aim is to continue developing a values-based culture that supports a happy and engaged workforce to deliver their best work.

#### Recruitment & Development

This has been a transformative year for CALM. After growth plans were paused during the pandemic we were finally able to increase our headcount to support the delivery of our strategic aims. The biggest growth can be seen within the Data and Innovation department.

The introduction of our progression framework together with a bespoke training programme will enable all staff to reach their full potential at CALM. A competitive benefits package and hybrid working model supports us to not only attract incredible talent but also retain those people.

#### 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 5 – FINANCIAL REVIEW

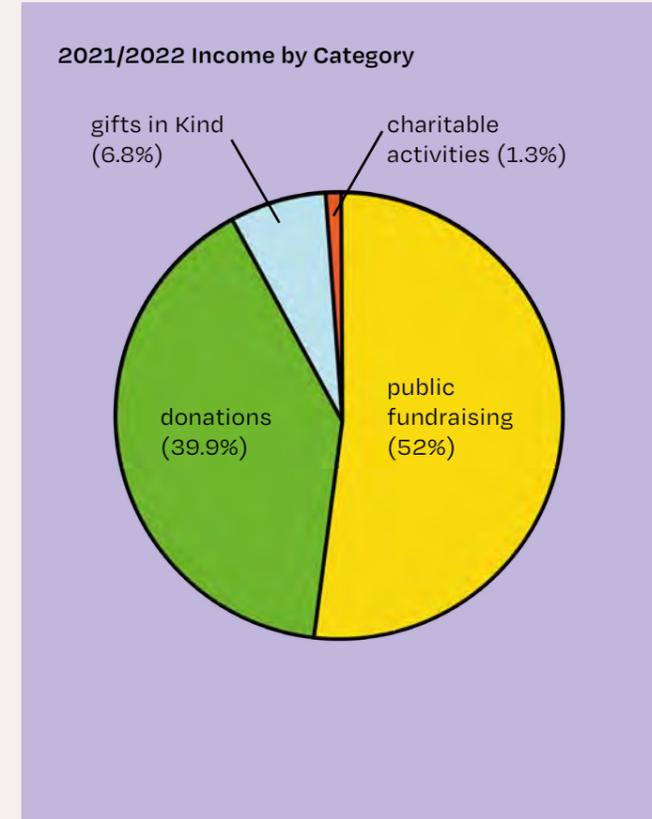
## 5.1 INCOME

Income for the year was £7,081,000 (2021: £6,427,000), an increase of £654,000 (10%) on the prior year. This was achieved as follows: public fundraising £3,678,000 (2021: £2,944,000), an increase of 25% as restrictions were lifted, permitting events to happen; donations £2,822,000 (2021: £2,822,000), a non-material increase; charitable activities £92,000 (2021: £112,000); gifts in kind £483,000 (2021: £446,000), government grants of £nil (2021: £88,000 relating to Covid furlough grants) and investment income £6,000 (2021: £14,000).

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 £1,515,000 (2021: £1,347,000), an increase of 12%; corporate income £1,307,000 (2021: £1,475,000), a decrease of 11%; and other donations £nil (2021: £nil). 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:



# SECTION 4 - PLANS FOR FUTURE PERIODS

## 4.1 FUTURE AIMS AND OBJECTIVES

The strategic focus for 2021/2022 was putting the house in order amidst the backdrop of the pandemic, through investment in people and process.

2022/2023 continues an ambitious strategy aimed at growth that will see CALM turn potential into results, whilst the benefits of investment come to fruition. The strategy will be delivered through five strategic pillars and two focus areas:

### 1. PEOPLE

Further develop an environment of responsibility for a positive and inclusive culture, for our values and our mission.

### 2. PRODUCTS

Deliver products to help and engage with the maximum number of people in the best possible ways to deliver our mission.

### 3. BRAND

Continue to build a disruptive and relevant brand that creates impact and awareness with a growing audience.

### 4. REVENUE

Grow revenue ensuring the delivery and growth of CALM's mission whilst providing ongoing financial stability.

### 5. INFRASTRUCTURE

Ensure the right infrastructure to support the delivery and maintenance of effective products and projects.

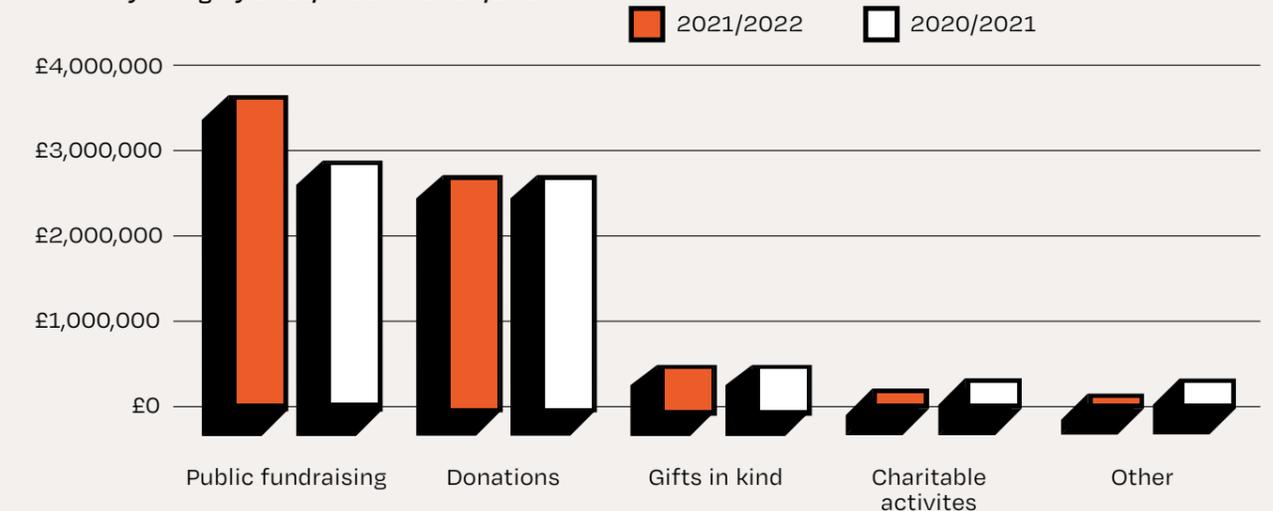
#### A. INSIGHT-LED DECISION MAKING

Create a culture of insight-led strategic decision making, that allows more effective engagement and support to new and existing audience segments.

#### B. DATA-LED PERFORMANCE EVALUATION

Adopt a data-driven approach to meeting the mission and objectives, by evaluating the efficiency of conversion, retention and retargeting within the CALM ecosystem.

Income by Category 2021/2022 vs 2020/2021



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 £18,000 (2021: £6,000), commissioning income of £32,000 (2021: £53,000), sponsorship of £37,000 (2021: £12,000) and trading income of £3,000 (2021: £41,000). 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 £194,000 (2021: £383,000) until 2022/23 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 £6,305,000 (2021: £4,820,000), an increase of £1,485,000 (31%) on the 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 £1,450,000 (2021: £815,000), an increase of £635,000 on the previous year. Of these costs £936,000 (2021: £491,000) were direct costs and £514,000 (2021: £324,000) 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 12 full-time equivalent members of staff (as at 31 Mar 2022) are allocated directly to this category (2021: 10). Fundraising costs represent 20% (2021: 13%) of income.

### Charitable activities

Charitable activities costs were £4,855,000 (2021: £4,005,000), an increase of £850,000 (21%) on the previous year. Expenditure by key activities can be analysed as follows:

Helpline/webchat service provision costs were £2,852,000 (2021: £2,496,000) and increased by £356,000 (14%) 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 £2,078,000 (2021: £1,894,000) were direct costs and £774,000 (2021: £602,000) 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 £1,973,000 (2021: £1,489,000), an increase of £484,000 on the previous year. The costs in this category involve the provision of support to promote awareness of suicide through campaigns and specific public events. The salary costs of 12 full-time equivalent staff are allocated directly to this cost category (2021: 10). Of these total costs £1,453,000 (2021: £1,053,000) were direct costs and £519,000 (2021: £436,000) 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 £30,000 (2021: £20,000).

### Support costs

Support costs, which are included within the aforementioned Fundraising and Charitable activities costs, are the office, administration, management and governance costs incurred by CALM. In 2021/22 they were £1,808,000 (2021: £1,362,000), an increase of £446,000 (33%) on the previous year. This increase was due to an investment in people, process and infrastructure, aligned to the strategy. CALM employed 23 full-time equivalent staff (as at 31 Mar 2022) within this category (2021: 14), including the Chief Executive, during 2021/22.

Expenditure is categorised as follows:

Office costs, which are the general overheads of the charity, make up 10% (2021: 10%) of CALM's total expenditure. The principal elements are office rent £193,000 (2021: £203,000) and utility /communications /IT /insurance costs of £146,000 (2021: £114,000).

## 5.3 SURPLUS & RESERVES

There was a fund surplus for the year of £776,000 (2021: £1,606,000), all of which was unrestricted.

Total funds available as at 31 March 2022 were £6,112,000 (2021: £5,336,000); 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 2022 represents 10 months (2021: nine months) of budgeted expenditure for 2022/23.

# SECTION 6 – REFERENCE AND ADMINISTRATIVE DETAILS

## CHARITY REGISTRATION NUMBER

1110621 (England and Wales),  
SCO44347 (Scotland)

## COMPANY NUMBER

05378928 (England and Wales)

## TRUSTEES

James Scroggs (Chairman)  
Philip Thomas (Treasurer)  
David Bateson  
Marcus Chapman  
Catherine Chevallier  
Matthew Finch  
Emma France  
Will Grundy  
Aimee Luther  
Philip Portal  
Adam Powers  
Ajax Scott  
Andrew Wardlaw

## CHIEF EXECUTIVE OFFICER

Simon Gunning

## REGISTERED OFFICE

5 Wootton Street  
London  
SE1 8TG

## CALM OFFICE ADDRESS

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London  
SE1 8TG

## AUDITORS

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Chartered Accountants &  
Registered Auditors  
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Olswang LLP  
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## BANKS

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Skelmersdale  
WN8 6WT

CAF Bank Limited  
25 Kings Hill Avenue  
Kings Hill  
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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 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 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
- 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 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 10 October 2022



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 2022 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 2022 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 37, 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 thereunder.

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/auditorsresponsibilities](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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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

31 October 2022  
Chartered Accountants  
Statutory Auditor

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.

Statutory Auditor  
Deva City Office Park  
Trinity Way  
Manchester  
M3 7BG

# STATEMENT OF FINANCIAL ACTIVITIES YEAR ENDED 31 MARCH 2022

	Unrestricted funds	Restricted funds	Total funds	Prior year funds	Note
Income from:	£	£	£	£	
Donations and legacies	5,249,343	1,734,258	6,983,601	6,212,163	
Charitable activities	80,929	10,635	91,564	112,464	3
Government grants	-	-	-	88,348	
Investments	6,018	-	6,018	13,653	
<b>Total incoming resources</b>	<b>5,336,290</b>	<b>1,744,893</b>	<b>7,081,183</b>	<b>6,426,628</b>	
Expenditure on:					
Raising funds	1,450,452	-	1,450,452	814,867	4
Charitable activities	3,110,013	1,744,893	4,854,906	4,005,292	5
<b>Total expenditure</b>	<b>4,560,465</b>	<b>1,744,893</b>	<b>6,305,358</b>	<b>4,820,159</b>	
<b>Net income / (expenditure)</b>	<b>775,825</b>	<b>-</b>	<b>775,825</b>	<b>1,606,469</b>	
Transfer between funds	-	-	-	-	
<b>Net movement in funds</b>	<b>775,825</b>	<b>-</b>	<b>775,825</b>	<b>1,606,469</b>	
<b>Reconciliation of funds:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total funds brought forward</b>	<b>5,335,894</b>	<b>-</b>	<b>5,335,894</b>	<b>3,729,425</b>	
<b>Total funds carried forward</b>	<b>6,111,719</b>	<b>-</b>	<b>6,111,719</b>	<b>5,335,894</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 46 to 56 form part of these accounts.

# BALANCE SHEET AS AT 31 MARCH 2022

	Unrestricted funds	Restricted funds	Total funds	Prior year funds	Note
	£	£	£	£	
<b>FIXED ASSETS:</b>					
Tangible assets	75,385	-	75,385	69,477	8
<b>Total fixed assets:</b>	<b>75,385</b>	<b>-</b>	<b>75,385</b>	<b>69,477</b>	
<b>CURRENT ASSETS:</b>					
Debtors	454,525	-	454,525	536,279	9
Cash and cash equivalents	6,256,520	-	6,256,520	5,613,690	
<b>Total current assets</b>	<b>6,711,045</b>	<b>-</b>	<b>6,711,045</b>	<b>6,149,969</b>	
<b>LIABILITIES:</b>					
Creditors falling due within one year	(674,711)	-	(674,711)	(883,552)	10
<b>Net current assets</b>	<b>6,036,334</b>	<b>-</b>	<b>6,036,334</b>	<b>5,266,417</b>	
<b>Total assets less current liabilities</b>	<b>6,111,719</b>	<b>-</b>	<b>6,111,719</b>	<b>5,335,894</b>	
<b>THE FUNDS OF THE CHARITY:</b>					
Restricted Income funds	-	-	-	-	12
Unrestricted Funds:					
Designated fund	200,000	-	200,000	200,000	
General unrestricted funds	5,911,719	-	5,911,719	5,135,894	
<b>Total unrestricted funds</b>	<b>6,111,719</b>	<b>-</b>	<b>6,111,719</b>	<b>5,335,894</b>	11
<b>Total charity funds</b>	<b>6,111,719</b>	<b>-</b>	<b>6,111,719</b>	<b>5,335,894</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 10 October 2022 and signed on their behalf by:



James Scroggs  
Director, Chair of Trustees

# STATEMENT OF CASHFLOW YEAR ENDED 31 MARCH 2022

	Total funds 2021/22	Total funds 2020/21	Note
	£	£	
Cash flows from operating activities:	-	-	
Net cash provided by / (used in) operating activities	673,756	1,618,869	A
Cash flows from investing activities:	-	-	
Interest received	6,018	13,653	
Payments to acquire tangible fixed assets	(36,944)	(52,226)	
Net cash provided by/ (used in) investing activities	(30,926)	(38,573)	
Change in cash and cash equivalents in the reporting period	642,830	1,580,296	
Cash and cash equivalents at the beginning of the reporting period	5,613,690	4,033,394	
Cash and cash equivalents at the end of the reporting period	6,256,520	5,613,690	B

## Note A: Reconciliation of net movement in funds to net cash flow from operating activities

	Total funds 2021/22	Total funds 2020/21	Note
	£	£	
Net movement in funds for the year (as per the Statement of financial activities):	775,825	1,606,469	A
<b>Adjustment for:</b>			
Interest Received	(6,018)	(13,653)	
Loss on disposal of tangible fixed assets	1,035	-	
Depreciation	30,001	18,765	
(Increase) in debtors	81,754	(256,501)	
Increase in creditors	(208,841)	263,789	
Net cash provided by operating activities	673,756	1,618,869	

## Note B: Cash and cash equivalents

	Total funds 2021/22	Total funds 2020/21	Note
	£	£	
Cash at Bank	6,256,520	5,613,690	

# NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

## I. 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 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 four 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.

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 49. 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 2022	Total 2021
	£	£	£	£
Donations	1,571,703	1,250,771	2,822,474	2,822,194
Public fundraising	3,677,640	-	3,677,640	2,943,519
Gifts in kind	-	483,487	483,487	446,450
Total	<u>5,249,343</u>	<u>1,734,258</u>	<u>6,983,601</u>	<u>6,212,163</u>

Restricted donations consist of grant income of £1,177,702 (2021: £1,169,784) and corporate income of £73,069 (2021: £67,524).

Legacies of £64,413 were received in 2022 (2021: £11,359).

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 £13,080 (2021: £11,362) have been received in the year.

## 4. RAISING FUNDS

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2022	Total 2021
	£	£	£	£
Fundraising activities	936,122	514,330	1,450,452	814,867

## 5. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2022	Total 2021
	£	£	£	£
Service provision	2,078,084	774,178	2,852,262	2,496,441
Promotion / outreach costs	1,453,242	519,402	1,972,644	1,488,851
Support After Suicide Partnership	30,000	-	30,000	20,000
<b>Total</b>	<b>3,561,326</b>	<b>1,293,580</b>	<b>4,854,906</b>	<b>4,005,292</b>

## 6. SUPPORT COSTS

Activity or programme	Office costs	Management	Governance	Total 2022	Total 2021
	£	£		£	£
Raising funds	181,345	331,380	1,605	514,330	324,266
Service provision	272,963	498,800	2,415	774,178	602,355
Promotion / outreach costs	183,133	334,649	1,620	519,402	435,727
Support After Suicide Partnership	-	-	-	-	-
<b>Total</b>	<b>637,441</b>	<b>1,164,829</b>	<b>5,640</b>	<b>1,807,910</b>	<b>1,362,348</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. £5,640 was paid in the year to the auditors in respect of audit services (2021: £5,976) and reimbursement to trustees for travel expenses totalling £nil (2021: £nil)

## 7. STAFF COSTS

Staff costs during the year were:	Total 2022	Total 2021
	£	£
Staff salaries	1,924,138	1,596,190
Social security costs	209,376	168,189
Employers pension contributions	100,225	89,250
<b>Total</b>	<b>2,233,739</b>	<b>1,853,629</b>

	Total 2022	Total 2021
The average monthly number of employees employed by the charity during the year	43	37
Number of volunteers	0	0
Total volunteer hours provided	0	0

	Total 2022	Total 2021
£60,000 - £69,999	2	3
£70,000 - £79,999	2	1
£80,000 - £89,999	1	1
£120,000 - £129,999	1	0
£130,000 - £139,999	0	1

## 8. TANGIBLE FIXED ASSETS

Cost	Short leasehold properties	Office equipment & furniture	Total
		£	£
<b>Cost</b>			
At 1 April 2021	30,106	60,966	91,072
Additions	2,244	34,700	36,944
Disposals		(3,117)	(3,117)
<b>At 31 March 2022</b>	<b>32,350</b>	<b>92,549</b>	<b>124,899</b>
<b>Depreciation</b>			
At 1 April 2021	5,249	16,346	21,595
Charge for the year	6,673	23,328	30,001
Eliminated in respect of disposals		(2,082)	(2,082)
<b>At 31 March 2022</b>	<b>11,922</b>	<b>37,592</b>	<b>49,514</b>
<b>Net book value</b>			
At 31 March 2021	24,857	44,620	69,477
<b>At 31 March 2022</b>	<b>20,428</b>	<b>54,957</b>	<b>75,385</b>

## 9. DEBTORS

The number of employees whose remuneration fell within the following bands were:	Total 2022	Total 2021
	£	£
Trade debtors	54,436	9,699
Prepayments and accrued income	312,809	465,286
Other debtors	87,280	61,294
	<b>454,525</b>	<b>536,279</b>

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

	Total 2022	Total 2021
	£	£
Trade creditors	269,000	282,084
Deferred income	193,554	382,563
Income tax and social security	67,247	56,670
Accruals	144,910	162,235
	<b>674,711</b>	<b>883,552</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 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
General fund	5,135,894	5,325,655	(4,549,830)	-	5,911,719
	<b>5,135,894</b>	<b>5,325,655</b>	<b>(4,549,830)</b>	<b>-</b>	<b>5,911,719</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 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</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 2021	Income	Expenditure	Balance at 31 March 2022
	£	£	£	£
Helpline and webchat service provision	-	1,138,222	1,138,222	-
Helpline technology development	-	46,500	46,500	-
Support to young men at risk of suicide	-	3,615	3,615	-
Website development	-	73,069	73,069	-
		<b>1,261,406</b>	<b>1,261,406</b>	<b>-</b>
<b>Gifts in kind</b>				
PR support and campaigning	-	483,487	483,487	-
		<b>483,487</b>	<b>483,487</b>	<b>-</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 2022 there were:

- Marketing costs of £54,520 (2021: £68,881) for campaign ideation, design and production from adam&eveDDB, of which Will Grundy (Trustee) is a senior planner.

### 14. PROVISIONS AND FINANCIAL COMMITMENTS

Operational leases	Total 2022	Total 2021
Total non-cancellable commitments under operating leases expiring:	£	£
In less than one year	235,136	242,342
Between two to five years	4,153	238,918
	<u>239,289</u>	<u>481,260</u>

**WE  
HAD  
YOUR  
BACK.**