

COMPANY NUMBER: 05378928 (England and Wales)
CHARITY NUMBER: 1110621
(England and Wales)
CHARITY NUMBER: SCO44347
(Scotland)

CAMPAIGN AGAINST LIVING MISERABLY
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

**CAMPAIGN AGAINST LIVING MISERABLY
TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

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Introduction from the Chair of the Trustees

The last time I wrote this letter, CALM was celebrating ten years at the forefront of preventing male suicide. It was a time for reflection about our remarkable journey to date and the path ahead. In that, there is one person to thank above all others for her tenacity, passion and unflinching drive in our extraordinary movement – Jane Powell, our outgoing CEO. As we close our 11th year, we raise a collective glass to Jane. She created and nurtured the Campaign Against Living Miserably. It has changed and indeed saved the lives of so many men. Big shoes to fill then.

But equally my heartfelt thanks extend also to every single person in the CALM family – be they our trustees, staff, volunteers, fundraisers, CALMzine readers and our newest supporters. In just twelve months, together we've helped public awareness of male suicide grow to 33%, we've supported 64,000 helpline callers and 11,000 webchatters, hosted scores of events, climbed mountains, run thousands of miles. And our campaigning chorus of voices rings louder than ever before.

So it is on behalf of the extraordinary people who make CALM what it is today that I welcome another sure-footed powerhouse to continue on Jane's path and lead from the front. Simon Gunning joined us as CEO in January, fresh from over 20 years in the worlds of music, TV, marketing and technology. Combining the boundless energy of a puppy with the wisdom of an old dog, his paw print is already evident within the team, with our partners, supporters and in the media. I am confident Simon will only accelerate our growth – preventing suicide, saving lives and delivering a vision of positive masculinity, for all men.

Simon arrives in a pivotal year. The climate in which CALM operates has shifted considerably. It was marked by the government's update to their suicide prevention strategy, since which mental health, suicide and masculinity have never been so high on the public agenda. A host of sportsmen, musicians, celebrities, companies – not to mention royalty – have placed their support firmly behind these issues.

There is enormous comfort to be felt in all of this public debate. But we cannot be deceived. The issues are far from resolved. Men are still three times more likely to take their own lives than women. Suicide remains the single biggest killer of men under the age of 45.

Rest assured the fire in our bellies continues to burn. Our campaign trail continues. Slowly, it seems the terms of the debate are changing. Beyond talking, people are looking to act. Men are beginning to see a different view of masculinity. Perhaps a tide is turning.

Today, we catch more than a glimpse of something positive; something real; something that, together, I know we can achieve: A life less miserable, for all men.

Thank you

James Scroggs

J Scroggs, Chair – November 2017

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TRUSTEES' REPORT

The trustees present their report with the financial statements of CALM for the year ended 31 March 2017.

SECTION 1 - STRUCTURE, GOVERNANCE AND MANAGEMENT

1.1 Constitution of the charity and status

CALM was incorporated on 28 July 2005 via Memorandum and Articles of Association as a company limited by guarantee and not having share capital. The company is a Public Benefit Entity.

1.2 Methods for recruitment and appointment of trustees

The trustees are also the directors of CALM for the purposes of company law. CALM's articles of association require a minimum of four trustees. There is no limit on the term of office. The objective is to have a wide range of appropriate skill-sets across fields that are relevant to CALM's objectives. CALM's objectives are assessed regularly. Trustees are recruited through general awareness raising campaigns and specific advertising as required. They are asked to meet the Chair and Chief Executive and quorum of the Trustees, before they then meet some of the wider executive. This establishes understanding of the responsibility and fit with the organisation's objectives. Their appointment is by resolution of the board of trustees, following which the required legal documentation is completed.

Upon their appointment, new trustees are provided with information, in the form of an induction pack, on their role as a trustee along with details of CALM's operations and organisation. Ongoing training is provided as required.

1.3 Organisational structure and key policies

CALM has a board of trustees who meet approximately six times a year. They are responsible for the strategic direction and policy of the charity, as well as governing oversight of the charity's operations. One trustee serves as Chairman and one as Treasurer. The Chairman and Treasurer report regularly to the trustees on matters that impact the charity, both at trustee 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.

Sub-committees 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 12 employees in the London office.

The principal policies adopted by CALM are summarised as follows:

- **Ethical** – CALM has an ethical policy, updated in June 2016, 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.

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- **Diversity and disability** – CALM's policy is to support the diversity of staff and volunteers through equal opportunities and practices. It encourages applications from those who consider themselves disabled.
- **Investment** – The trustees have the power to invest in such assets as they see fit. Aside from retaining a prudent amount in reserves, it is intended that the majority of CALM's funds be invested in short-term operational requirements, which leaves few funds for longer-term investments. Having due regard for the short-term liquidity requirements of operating the charity, the trustees maintain a policy of keeping surplus funds in interest bearing deposit accounts.
- **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 within the charity sector; 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** – CALM's reserves policy is to maintain unrestricted funds, which enable the charity to meet all liabilities as they fall due over the next 12 months. CALM's primary driver is always to maintain sufficient funds to meet immediate working capital requirements for the next three to six months. 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.

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, human resources and safeguarding policies.

1.4 Risk management

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

Day-to-day risk management is delegated to and undertaken by the General Manager/Operations Director, in conjunction with the executive in CALM's office. The Risk Register was fully updated in December 2016, with advice from the Head of Risk at Octopus Investments, one of CALM's corporate supporters. The Operations Director and Chief Executive review risks quarterly with the executive and make 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, Operations Director and Accountant. Cash-flow reports are prepared weekly and budget reviews take place every other month, ahead of trustee meetings. Financial systems and policies are in place to ensure good practice.

SECTION 2 - OBJECTIVES AND ACTIVITIES

2.1 Aims and organisation

CALM focuses upon the prevention of male suicide in the UK.

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2.1.1 Charitable objectives

As stated in its memorandum of association, CALM's objectives are the preservation, protection and improvement of mental health and well-being amongst men in the UK, with particular focus on the prevention of suicide by offering without limitation the use of support services, counselling, advice and/or information about the prevention of suicide, 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 men, and through but not limited to the advancement of health education and public awareness relating to men's mental health issues.

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 male suicide in the UK; to explore and platform why three of every four suicides are men; to run campaigns and engagement programmes that challenge the prevailing culture of masculinity in UK society.
- To provide and expand the provision of gender-specific services for men; principally a helpline and webchat service, plus CALM's website and materials which provide information and support for anyone in the United Kingdom.

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 male suicide and promoting a richer, better informed, empowering conversation around male 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 published guidance on the Public Benefit requirement under the Charities Act 2011.

2.3 Volunteers

CALM is proud to run an active volunteer programme which now numbers over 300 registered volunteers. The two main areas of activity undertaken by volunteers are categorised as:

- Office volunteers – those who come to work in CALM's office to support the team with clerical tasks, such as post fulfilment, desk research, registering fundraisers and other supporters for challenge events and supporting engagement activities.
- "Street Team" – a small, enthusiastic army of CALM supporters who represent CALM's interests at a number of engagement events, such as Freshers' Fairs, theatre productions, music and other cultural festivals. These volunteers help CALM interact with thousands of people at events, spreading CALM's distinctive message and approach to suicide prevention, as well as helping to raise awareness of suicide.

Due to the growth in the number of events CALM attends, the new role of Volunteer Co-ordinator was introduced in April 2017 to manage and extend CALM's programme of volunteering.

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SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

3.1 Strategic and operational goals for 2016/17

CALM commenced 2016/17 with the following strategic and operational goals:

- Supporting men – expand the helpline and webchat service, diversify into other forms of digital support and bring in internal support to improve the quality of services.
- Awareness – raise public awareness of male suicide among young men to 80% by 2026.
- Cultural change – encourage men to get help and give each other support by working with national brands.
- Public support – expand CALM's base of public supporters to over 50,000 by 2026.

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 Service provision – helpline and webchat service

CALM's principal service is a helpline and webchat service, provided by SJ Helpline Services Community Interest Company ("SJ Helpline") under a service contract with CALM. It runs from 5pm to midnight every day. It is free, confidential and anonymous. The service is tailored especially for men and run by paid, professional staff with substantial experience in supporting men 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 of CALM.

The key features and developments of CALM's services are set out below:

- **Oversight**

The trustees receive updates on the helpline in the papers submitted ahead of each board meeting, including a report from the Helpline Director at SJ Helpline that includes a monthly summary, key narratives and statistics. One trustee has specific responsibility for oversight of the helpline and webchat service and communicates with the Operations Director as required. The Operations Director holds a fortnightly conference call with the Helpline Director to keep up-to-date with activity; and reciprocates by updating the Helpline Director on campaign activity (which can "spike" short term demand). The Helpline Director presents an annual update to the trustees, which includes an overview of the year and any issues arising.

- **Consistent increase in demand**

Across the year, there was a 28% increase in demand for the helpline and webchat service, with additional capacity added to meet this demand through the year. By the end of March 2017, there were 9-10 staff on the helpline and webchat service each evening. The reasons for the continued increase in demand are numerous but include: the increased overall awareness of mental health in society, the continued impact of CALM's own campaigns, and the ongoing reduction in the provision of mental health services by the public

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sector. In the absence of alternatives, some public agencies are now actively signposting men to CALM's helpline and webchat service.

- **Reaching younger men through webchat**

CALM launched its webchat service in 2014 to reach younger men and keep up-to-date with developments in how men want to be able to receive support. The service is managed in parallel with the helpline. The growth in demand for webchat has massively exceeded expectations. There was a 53% increase in the number of webchat conversations from the prior year.

By March 2017, CALM was receiving around 1,250 webchats per month. So it has been an incredibly successful channel, with most men accessing the service directly from the CALM website. As with the helpline, the webchat service is also now being directly referred to by other agencies; and with the ability for users to just "click through" from a range of websites, it is a very simple service to access. As well as ease of access, the nature of webchat allows many groups of men to seek support, who may otherwise have been unable to use the helpline service, such as men on the autism spectrum or who have Asperger's Syndrome.

However, Webchat poses additional challenges; not least for staff, the chats tend to be longer and conversations more direct. With experience and training, staff are equipped to deal with the more difficult conversations. One of the benefits of running the helpline and webchat as parallel services is that when there is a surge in webchats, the team working on any given evening are able to switch between channels to most effectively manage demand.

- **Funding**

The helpline and webchat service are funded by a combination of unbelievable support from the public, supplemented by Trusts and Foundations (listed in note 13 to the Financial Statements). Additional capacity was funded by a grant from The Royal Foundation, to help cover the additional demand created by the high profile "Heads Together" campaign.

With a number of grants coming to an end in 2017 (including all of those grants that supported the initial launch of the webchat service), CALM recognises the need to increase Trusts and Foundation funding for frontline services, so that public fundraising does not become the sole source of income and there is sustainable funding in place for the helpline and webchat service. Additional effort and resource was put into fund applications, with the recruitment of a specialist fundraiser on a part-time basis. Together with the Chief Executive and Fundraising Director, the trustees will continue to monitor progress in achieving the level of funding required to maintain and increase helpline and webchat service capacity.

- **Trends and issues**

A number of factors remain on the radar of the trustees, Operations Director and Helpline Director in the running of the helpline and webchat service.

There has been a modest but noticeable increase in the number of female callers. CALM's policy is not to exclude any callers and welcomes calls from women that are seeking support for their husband, partner, family member or friend. Although calls from women who seek support for themselves are never turned away, the remit of the service is for men; so it is explained to these users that ongoing support cannot be provided. This is a trend that will continue to be monitored.

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There has also been a continued increase in contact from people with serious or clinical mental health issues, which is considered to be a result of the reduction in public health and crisis services across the UK (and consequential referral to CALM). While the helpline and webchat service is for any man, it is not designed or equipped to be a clinical or psychiatric service. An increase in such calls can present difficult conversations for staff; and frustrations for the caller. Again, this is a trend that needs to be monitored as CALM seeks to expand service hours, capacity and add supplementary services.

- **Impact**

In November 2016, the CALM Helpline was awarded the prestigious Helpline Partnership Standard Award. The overall performance of the helpline and webchat service is measured by the percentage of contacts answered ("strike rate"). The objective is to achieve a strike rate of 80% and in 2016/17 a strike rate of 76% was achieved.

Inevitably, the most important statistic CALM is able to report on the impact of the Helpline and Webchat service is through the number of suicides prevented each year. These are calls or chats in which the caller has been actively suicidal, with the threat of imminent suicide, where the Helpline/webchat staff member believes the caller has stepped back from suicide, or where CALM has successfully enabled emergency services to respond.

In the year to 31 March 2017, 409 suicides were prevented.

A summary of the key metrics (consistent with those published last year) are provided in the table below.

	2014/2015	2015/2016	2016/2017	2016/17 % change
Total demand	60,545	79,290	92,640	16.8
Demand in service hours	53,192	70,219	83,261	18.6
Contacts answered	34,692	55,946	63,536	13.6
% contacts answered	64%	80%	76%	-
Webchats	2,866	7,283	11,111	52.6
Suicides prevented	139	386	409	-

3.2.2 Support After Suicide Partnership

CALM hosts the Support after Suicide Partnership (formerly the Suicide Bereavement Support Partnership) ("SASP") which has the Vision that, *"everyone bereaved or affected by suicide should be offered timely and appropriate support"*. The Partnership is the hub for over 30 organisations providing support across the UK and is jointly funded by James Wentworth Stanley Memorial Fund, the National Suicide Prevention Alliance, The Matthew Elvidge Trust and CALM.

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CALM recognises the importance of supporting those bereaved by suicide, provides SASP with administrative and office support and helps with SASP campaigning, fundraising and website development. CALM employs the SASP Project Manager, who in turn provides invaluable expertise in bereavement support to the CALM office, in particular to the Supporter Engagement team who are in touch with CALM supporters that are bereaved by suicide on a daily basis. The SASP Project Manager acts as a key member of the CALM office team and provides support at conferences, industry events and other engagement activities, especially where there is a bereavement aspect to the work.

In January 2017, the government launched its refreshed suicide prevention strategy. As an indication of the importance of this area of work and acknowledgement of the fact that those bereaved by suicide are 65% more likely to attempt to take their own lives, the strategy included, for the first time, the requirement for all Local Authorities in the UK to provide bereavement support as part of their suicide prevention activities.

Key achievements from the relationship between CALM and SASP in 2016/17 include:

- The recruitment of a new Project Manager to run the Partnership.
- A major update to the SASP Website, including the creation of an interactive map that signposts to the Suicide Bereavement services by region.
- Funding secured for the first ever research survey of suicide bereavement in the UK (in collaboration with the University of Manchester); to be launched in autumn 2017.

The relationship between CALM and SASP continues to develop positively. In fact, initial conversations have commenced about working even more closely together, including amending the terms of reference of the agreement, so that CALM becomes formally responsible for the governance of SASP.

The SASP website can be accessed from the following link: <https://www.supportaftersuicide.org.uk/>

3.2.3 Website

CALM's website serves three main purposes:

- To provide information, support and signposting to men in crisis (including a direct link to CALM's webchat service).
- To provide a wealth of engaging and inspiring content on a range of relevant issues; and to do so in a "down to earth", non-clinical, positive way.
- To allow anyone to get involved with CALM: donate, fundraise, volunteer or become a contributor to the cause and campaign.

A new website developer was recruited in 2016. They continued to ensure that the "back end" of the CALM website was robust and fit for purpose. To that end, several updates and improvements were made. The content for the website is generated and edited by the Communications Manager to ensure its ongoing relevance and currency. Information on how supporters can donate and raise money for CALM was also updated and made easier to find. The website also acts as an important digital hub and platform for CALM's campaigns, such as the celebration of Comic Relief's funding of the webchat service in March 2017.

The CALM website can be accessed from the following link: <https://www.thecalmzone.net/>

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A review of CALM's website continuity procedures was undertaken during the year to ensure that a robust system is in place in the event of any loss of the website.

In March 2017, the Chief Executive, in conjunction with the Communications team and Website Developer, undertook a review of the current design and structure of the website (which has been in place since 2014) with a view to updating its appearance and navigation. The review continues, with the pro-bono support of web design and mobile agency Mobile5, including scoping and initial investigations as to how the desired upgrade might be funded.

3.2.4 CALMzine

A quarterly lifestyle magazine for young men, the CALMzine is aimed at 18-34 year old men. Containing writing, art, poetry and humour, it is designed to showcase the creativity of the CALM community, further CALM's campaigns to raise awareness of male suicide; and to provide an accessible space to challenge stereotypes and preconceptions on what it means to be a man.

The CALMzine also acts as a "Trojan horse" to provide peer support, information and signposting to men who are in need of help. There is a range of professional and amateur writers dealing with issues such as addiction, gambling and sexism in an entertaining and "scrap-book" format. It is not a clinical publication, rather a lifestyle magazine, featuring high profile personalities to draw in the reader and act as role models who can break through some of the stigmas around mental health.

Topman continues to support the publication in funding the cost of printing, and through its promotion and distribution in key stores. In 2016/17, the CALMzine was distributed to 85,000 readers via Topman stores, universities, bars, barbers and numerous other outlets. In addition, the digital version reached an audience of 174,000 people through the CALM website.

In December 2016, the CALMzine won the Mind Media Award for best publication, in recognition of its innovative role in changing the dialogue around men's mental health.

3.2.5 CALMzones

Through funding from health commissioners, CALM has continued to provide its traditional CALMzone service in the specific areas of the London Tri-Borough and Thames Valley. With dedicated resource the CALM message is sent out to local areas and additional helpline service provision is enabled.

3.2.6 Campaigns

As a campaigning organisation, public outreach and provocation through campaigns continues to play a crucial part in achieving CALM's objectives. Key resources are dedicated to ensuring that campaigns remain relevant, distinctive, and provocative, to reach CALM's audience (including traditionally "hard-to-reach" men) and create both knowledge, debate and action to address the issues around male mental health and suicide prevention. Examples of just some of those campaigns are provided below.

- **Torch Songs** – Launched in November 2016, the Torch Songs initiative galvanised key musicians and recording artists in the UK to record, release and promote cover-versions of key songs that they regarded as their Torch Songs – the songs which inspire them and light the way out of their own personal darkness. In turn music fans were invited to share their own Torch Songs. It brought together music artists and music lovers through a special Torch Songs website (www.torchsongs.co.uk), campaigning on social media and selective outdoor promotion.

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- **Heads Together** – Established by the Royal Foundation, this campaign featured CALM as one of the 6 charity partners throughout 2016/17 which culminated in the 2017 London 'Mental Health' Marathon. The stated aim of the 'Heads Together' initiative was to end stigma and change the conversation on mental health once and for all. Championed by the Duke and Duchess of Cambridge and Prince Harry, CALM not only benefitted from the profile achieved by the Heads Together campaign to help deliver its message on male suicide, but also benefitted directly and indirectly from grants and other fundraising which have helped CALM expand and maintain its service provision and deliver further campaigns.
- **Road to Roadstock** – A seven-day cycling event organised by Planet Rock DJ Wyatt Wendels, in which music fans were invited to suggest music venues to be visited by Wyatt during his long bike ride. Again, not only did it support CALM's campaign to raise public awareness but it also raised over £70,000 in support of CALM.
- **Comic Relief** – Since the launch of the webchat service in 2014 over 20,000 webchats have taken place. Comic Relief played a key role in supporting this service, so as part of its Red Nose Day coverage, the BBC broadcast a film featuring a genuine webchat to illustrate how CALM's service had helped a man and in so doing raise the issue of male suicide to a wider audience.
- **Media** – CALM has continued to use various forms of media to promote the issue of male suicide. As an example, director Klaas Diersmann entered the ADCAN short-film competition last year. He responded to CALM's brief to 'challenge stereotypes of masculinity'. His 30 second film, '(T)hugs' won the ADCAN Grand-Prix award with unanimous votes from the panel, as well as the audience vote.

These are a small, indicative selection of CALM's many campaigns during 2016/17.

Testament to the ambition and success of such campaigns, CALM won the 2016 Third Sector award for Corporate Partnership of the Year with Lynx for its 2015/16 'Bigger Issues' campaign. Campaigns continue to platform the issue of male suicide, by providing the encouragement, language and support for men in crisis and those who are impacted by male suicide, who in turn might be mobilised to try and challenge the culture of masculinity in the UK.

3.2.7 Engagement activities, including volunteering

Enlisting and engaging with a broadening supporter base remains a key strand of CALM's strategy to meet its overall objectives. Examples in 2016/17 include the following:

- **Manyourlocal** – Following the success of the long-running 'Mandictionary' outdoor campaign, Manyourlocal engaged with men by providing them with beer mats featuring 'Mandictionary' messaging, to encourage men to have conversations in pubs, clubs and cafes on International Men's Day, 19 November 2016.
- **Secret Garden Party** – Once again, CALM was ever-present at this music and arts festival to support and encourage men to have conversations around mental wellbeing.
- **Being a Man Festival** – CALM supported this calendar event held at the SouthBank at the end of November 2016. It sought to explore the challenges and pressures of contemporary masculinity.

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- **Mind the Chap** – With the valuable support of Topman and Octopus Investments, over 20,000 “Mind the Chap” oyster card-holders were distributed to London commuters during the rush hour. Launched to mark Men’s Health Week in June 2016, it offered a timely reminder that men are three times more likely than women to die by suicide.

All of these events would not occur without the ongoing support and dedication shown by CALM’s volunteers. During 2016/17 CALM estimates that over 300 people have volunteered almost 3,000 hours of their time. CALM owes a great debt of gratitude to these individuals - each in their own way has played a part in helping deliver CALM’s key messages.

3.2.8 Fundraising

CALM has consolidated its fundraising activities and put in place a team and resources so that supporters are stewarded through their relationship with the organisation, then acknowledged and thanked for their vital support.

A team of 1.5 full time equivalent staff is now in place, led by the Fundraising Director, with excellent experience in fundraising and supporter engagement in the Third Sector. Following a period of assessment, the Fundraising Director prepared a Fundraising Strategy in line with overall objectives, with targets and action plans for each area and team member. The principal elements of this strategy are set out below.

- **Public Fundraising**

CALM has the huge privilege of being supported by an army of inspirational people who have taken its cause to heart. This is most often either men that have been through a period of crisis or depression in their own lives (and for whom CALM’s message resonates strongly or that have directly used the helpline/webchat service), or friends and family that have been bereaved by suicide. The income from these supporters has continued to grow substantially, as CALM’s campaigns reach more people and mental health goes further up society’s agenda.

Key achievements in this crucial area include:

- Appointment of a Database Officer (in addition to the fundraising team) to put in place effective Customer Relationship Management.
- Updated systems for processing income and thanking supporters.
- Creation of weekly routines and automating key tasks, making use of the Salesforce database.
- Development of a new income structure in order to have a clearer idea of how people are raising money for CALM, so that they can be better supported.
- Using new digital fundraising platforms, such that supporters can more easily make donations and reduce reliance on more costly third-party platforms.
- Updating and clarifying the fundraising information on CALM’s website.
- Establishing a forward-looking calendar of Challenge Events (with an overall increase in the number of places provided for CALM supporters).
- Integration of fundraising activity with other parts of the organisation, for a more coherent approach to working with companies looking to work with CALM for fundraising and volunteering as part of their employee engagement programmes.

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A huge amount of progress has been achieved. It has undoubtedly made this key function of the organisation more efficient and professional. Crucially, CALM seeks to provide every supporter with a positive customer experience. This has enabled CALM to extend its relationships with key supporters and, in turn, increase the level of donations.

The culmination of this hard work and a highlight of the year was CALM's involvement in the Virgin London Marathon as part of the Heads Together initiative – dubbed the 'Mental Health Marathon'. 42 runners both represented and raised money for CALM, each of whom was given the best possible "supporter journey" by the Challenge Events Officer. The experience of working on this scale and to such a high level provided excellent experience internally and also became the genesis of a new approach to "Customer Relationship Management" - CALM Collectives, to be rolled out in 2017/18.

- **Trusts and Foundations**

A number of grants from Trusts and Foundations (principally funding the helpline and webchat service) came to an end in 2016/17. In August 2016, a freelance Trust and Foundation Fundraiser was engaged to give more regular attention to raise income in this key area, maintain and develop relationships, prepare reports and build a pipeline. Lead times are generally longer and it is expected that the benefits of this additional resource will be first seen in 2018.

- **Corporate**

Although the two-year relationship with Lynx (funding one seat on the helpline for 2 years) concluded in the year, contact is being maintained with a view to develop new ideas. CALM retains the valued support of Topman who fund the printing and distribution of the CALMzine (as well as employee fundraising and engagement). With the enormous potential to engage with companies and brands (on campaigns and engagement), there is a renewed focus on this area, against which it is envisaged that corporate income will increase in 2017/18.

CALM continues to receive funding from National Health Service CCGs and local authorities. However in line with the overall fundraising strategy and taking into account the long-term trajectory of public funding, CALM remains of the view that this will not be a major source of future funding.

The staple in CALM's income growth remains public fundraising, rather than grants from Corporates and Trusts and Foundations. Therefore, the aim remains to secure a wider, mixed economy in long-term, recurring sources of income, to support CALM's charitable objectives, service provision and growth. With the new fundraising team in place and additional resources dedicated to these areas, CALM is confident of being able to diversify and strengthen its income base.

3.2.9 Operations

The major change during the year has been the appointment of a General Manager/Operations Director to oversee CALM's growing operation. Other staff have been appointed to key roles and this has led to a focus on updating and improving CALM's policies and procedures to ensure they remain appropriate for the growing organisation.

3.2.10 Summary

Looking back to the objectives laid out at the beginning of the year, the achievements set out above across a wide range of activities have helped CALM go some way to working towards its targets. In particular:

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- The YouGov poll showed an increase in awareness of male suicide among young men from 29% to 33%.
- The helpline and webchat service increased the number of calls/chats it took from 63,000 to 75,000 – a 19% increase.
- Campaigns have continued to encourage men to support each other and talk about male suicide.
- CALM now has a supporter database of many thousands, achieved through greater public awareness of the issue of male suicide and driven in particular by its helpline service and ongoing campaigning. However, as part of a process to review its future objectives, CALM is looking to revise this target and instead to look at a more qualitative objective in terms of how to measure its supporter base.

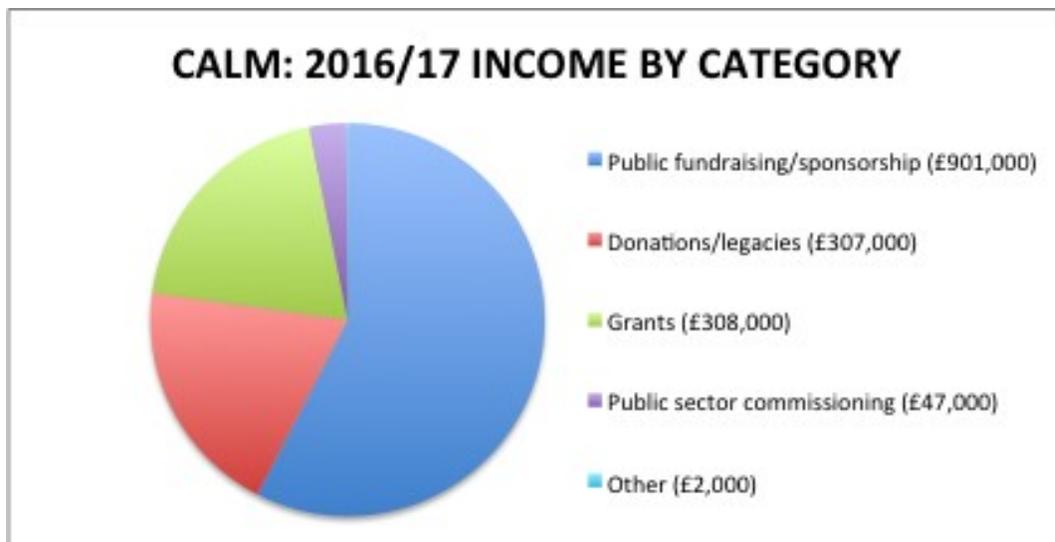
3.3 Future aims and objectives

Caveated with the comments above, the objectives set by CALM at the beginning of 2016/17 remain relevant to CALM as it enters the new year. However CALM has set itself a new objective around the need to engage with corporates and use their brands as a channel, platform and medium through which to reach out to young men and help them to help themselves. This will inevitably raise awareness of the issue of male suicide but also require a new type of campaigning mechanism.

3.4. Financial review

3.4.1 Income

Income for the year was £1,565,000 (2016: £1,267,000), an increase of £298,000 (24%) on prior year. This was achieved mainly due to an increase of £293,000 in income from public fundraising and sponsorship events. There was also an increase in income from donations of £123,000. Income is categorised in the following chart:



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

Income from grants, commissioning and corporate funding came from 18 different funders with an average value of £20,000. The largest grant made up 3% of total income.

The trustees have deferred income from grants, commissioning and corporate funding of £98,000 until 2017/18 as the expenditure to which the grants relate will not be committed and incurred until the following year.

3.4.2 Expenditure

Expenditure for the year was £1,434,000 (2016: £1,025,000), an increase of £409,000 (40%) on prior year. This increase, supported by the corresponding increase in income, arose across the following areas of CALM's activities:

- **Direct fundraising**

Direct fundraising costs were £96,000, an increase of £29,000 (43%) on the previous year. They 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 1.5 full time equivalent members of staff are allocated directly to this category (2016: None). Direct fundraising costs represent 11% (2016: 11%) of fundraising income.

- **Direct service provision**

Direct service provision costs were £585,000, an increase of £73,000 (14%) on the previous year. They can be analysed as follows:



The direct helpline/webchat service provision costs increased by £76,000 (17%) as service provision levels were expanded with increased hours. The Helpline is manned by staff from an external service provider,

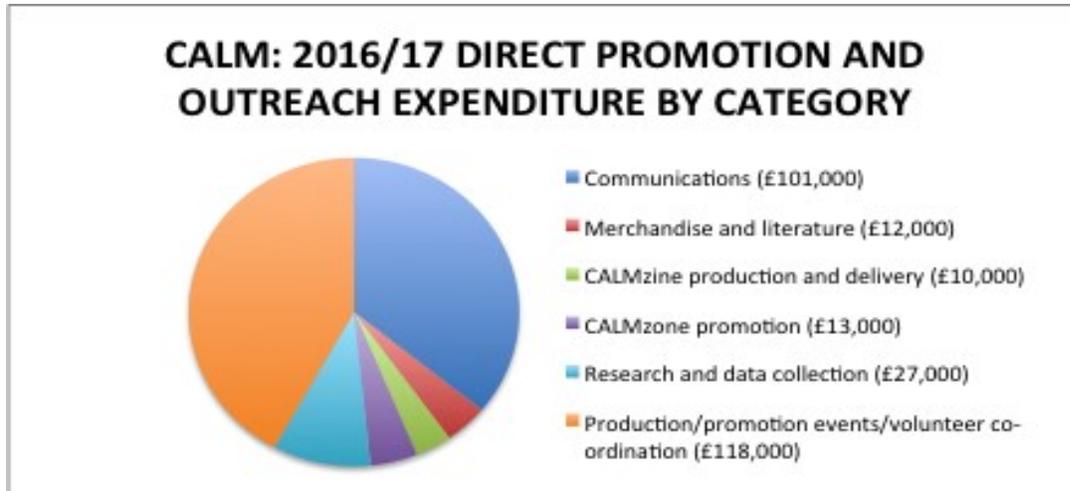
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otherwise the salary costs of one full time equivalent staff member are allocated to the direct service provision cost category (2016: 1)

- **Direct promotion and outreach**

Direct promotion and outreach costs were £281,000, an increase of £140,000 (99%) on the previous year. They can be analysed as follows:



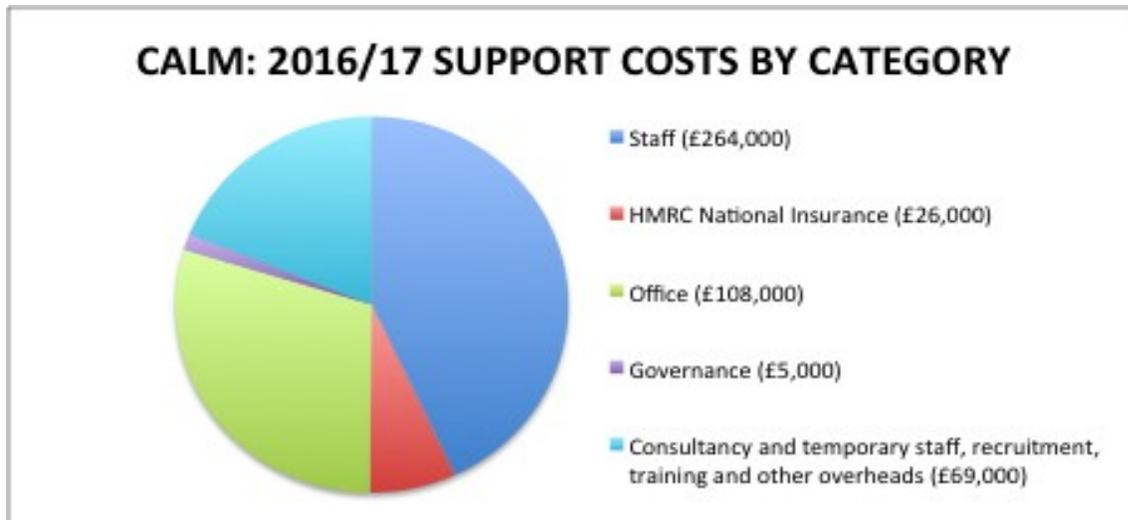
The costs in this category involve the direct provision of support to promote awareness of male suicide through advertising campaigns and specific public events. The increase in cost compared to the previous year reflects the increase in the number and range of such events that took place during 2016/17. In addition the salary costs of three full time equivalent staff are now allocated directly to this cost category (2016: None).

- **Support costs**

Support costs are the office, administration, management and governance costs incurred by CALM. In 2016/17 they were £472,000, an increase of £167,000 (55%) on the previous year. This increase reflected the corresponding increase in activity levels across CALM. Expenditure is categorised overpage as follows:

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Staff costs represent the salary costs of CALM's 6.5 full time equivalent staff, including the Chief Executive, who were employed during 2016/17 and are not charged directly to one of the areas of CALM's activities (2016: 7).

Office costs, which are the general overheads of the charity, make up 8% (2016: 5%) of CALM's total expenditure. The principal elements are office rent (£51,000) and utility/communications/IT/insurance costs (£25,000).

The costs included under consultancy, temporary staff, recruitment, training and other overheads include recruitment fees of £13,000 arising from the addition of new staff members during the year and an ex gratia payment of £10,500.

3.4.3 Reserves

There was a fund surplus for the year of £131,000 (2016: £242,000), of which £131,000 (2016: £255,000) was unrestricted and £Nil (2016: (£13,000)) was restricted.

Total funds available as at 31 March 2017 were £489,000 (2016: £358,000), made up entirely of an unrestricted reserves balance. There was no restricted funds balance to carry forward as at 31 March 2017 (2016: £Nil).

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 trustees consider that this unrestricted reserves balance as at 31 March 2017 is appropriate.

SECTION 4 - 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.

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SECTION 5 - STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

SECTION 6 - 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 7 - 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.

This report was approved by the board on 20th November 2017

James Scroggs

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J Scroggs – Director, Chair of Trustees

**CAMPAIGN AGAINST LIVING MISERABLY
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
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for the year ended 31 March 2017**

We have audited the financial statements of Campaign Against Living Miserably for the year ended 31 March 2017 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and its Members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 17, the trustees (who are also the directors of Campaign Against Living Miserably for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006, section 151 of the Charities Act 2011 and section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit on the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees; and
- the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion:

- the financial statements give a true and fair view of the state of the Charity's affairs as at 31 March 2017, and of its incoming resources and application of resources for the year then ended;

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- the financial statements have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the 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) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report.

Royce Peeling Green Limited

Martin Chatten (Senior Statutory Auditor)

For and on behalf of

22 November 2017

**Royce Peeling Green Limited
Chartered Accountants
Statutory Auditor**

**The Copper Room
Deva Centre, Trinity Way
Manchester M3 7BG**

Royce Peeling Green Limited is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

**CAMPAIGN AGAINST LIVING MISERABLY
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**STATEMENT OF FINANCIAL ACTIVITIES
INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 31 MARCH 2017**

	Unrestricted funds	Restricted funds	Total funds	Prior year funds (Note 16)	Further details (Note)
	£	£	£	£	
Income from:					
Donations and legacies	1,199,404	8,100	1,207,504	783,818	3
Charitable activities	-	355,374	355,374	481,098	4
Investments	1,353	-	1,353	1,708	
Other income	528	-	528	493	
Total	1,201,285	363,474	1,564,759	1,267,117	
Expenditure on:					
Raising funds	178,905	-	178,905	119,432	5
Charitable activities	891,504	363,474	1,254,978	905,971	6
Total	1,070,409	363,474	1,433,883	1,025,403	
Net income/(expenditure)	130,876	-	130,876	241,714	
Transfer between funds	-	-	-	-	
Net movements in funds	130,876	-	130,876	241,714	
Reconciliation of funds:					
Total funds brought forward	357,914	-	357,914	116,200	
Total funds carried forward	488,790	-	488,790	357,914	

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 23 to 32 form part of these accounts.

**CAMPAIGN AGAINST LIVING MISERABLY
TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**BALANCE SHEET
AS AT 31 MARCH 2017**

	Unrestricted funds	Restricted funds	Total funds	Prior year funds	Further details (Note)
	£	£	£	£	
Current assets:					
Debtors	17,095	21,460	38,555	103,216	11
Cash at bank and in hand	582,176	76,871	659,047	439,374	
<i>Total current assets</i>	<u>599,271</u>	<u>98,331</u>	<u>697,602</u>	<u>542,590</u>	
Liabilities:					
Creditors: amounts falling due within one year	(110,481)	(98,331)	(208,812)	(184,676)	12
<i>Net current assets</i>	<u>488,790</u>	<u>-</u>	<u>488,790</u>	<u>357,914</u>	
Total net assets or liabilities	<u>488,790</u>	<u>-</u>	<u>488,790</u>	<u>357,914</u>	
The funds of the charity:					
Restricted income funds	-	-	-	-	
Unrestricted funds	488,790	-	488,790	357,914	
Total charity funds	<u>488,790</u>	<u>-</u>	<u>488,790</u>	<u>357,914</u>	14

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 20th November 2017 and signed on their behalf by:

R F Kingdom

R Kingdom
Director, Treasurer

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

**CAMPAIGN AGAINST LIVING MISERABLY
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**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2017**

	Current year	Prior year
	£	£
Cash flows from operating activities:		
<i>Net cash provided by (used) in operating activities</i>	218,320	111,876
Cash flows from investing activities:		
Interest received	1,353	1,708
<i>Net cash provided by (used in) investing activities</i>	1,353	1,708
<i>Changes in cash and cash equivalents in the reporting period</i>	219,673	113,584
<i>Cash and cash equivalents at the beginning of the reporting period</i>	439,374	325,790
<i>Cash and cash equivalents at the end of the reporting period</i>	659,047	439,374
	Current year	Prior year
	£	£
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	130,876	241,714
Adjustments for:		
Interest received	(1,353)	(1,708)
(Increase)/decrease in debtors	64,661	(72,991)
Increase/(decrease) in creditors	24,136	(55,139)
<i>Net cash provided by /(used in) operating activities</i>	218,320	111,876
Analysis of cash and cash equivalents		
	Current year	Prior year
	£	£
Cash in hand	659,047	439,374
Total cash and cash equivalents	659,047	439,374

**CAMPAIGN AGAINST LIVING MISERABLY
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**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2017**

1. ACCOUNTING POLICIES

Basis of preparation

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

The financial statements are prepared on a going concern basis. There are no material uncertainties in respect of the charity's ability to continue as a going concern.

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 £.

These financial statements for the year ended 31 March 2017 are the first financial statements of Campaign Against Living Miserably prepared in accordance with FRS 102, the Financial Reporting Standard in the UK and Ireland. The date of transition was 1 April 2015. The reported financial position and financial performance for the previous period are not affected by the transition to FRS 102.

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 33. 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

**CAMPAIGN AGAINST LIVING MISERABLY
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**NOTES TO THE FINANCIAL STATEMENTS
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(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.

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 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.

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.

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.

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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 2017	Total 2016
	£	£	£	£
Donations	291,003	8,100	299,103	176,335
Legacies	7,500	-	7,500	-
Public fundraising	900,901	-	900,901	607,483
Total	1,199,404	8,100	1,207,504	783,818

Restricted donations were received from Huffington Post (£6,100) for a masculinity audit and Octopus Foundation (£2,000) towards the distribution of the annual report.

The aggregate total of donations received from trustees and related parties is £60.

**CAMPAIGN AGAINST LIVING MISERABLY
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**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2017**

4. CHARITABLE ACTIVITIES: GRANTS, COMMISSIONING AND CORPORATE FUNDRAISING

	2016 Deferred income brought forward £	2017 Income received £	2017 Deferred income carried forward £	2017 Income £	2016 Income £
<u>Restricted</u>					
<i>Grants</i>					
Comic Relief	3,333	36,000	-	39,333	40,000
Henry Smith Charity	-	70,500	(35,600)	34,900	34,300
City Bridge Trust	-	32,877	-	32,877	50,000
John Ellerman Foundation	8,794	30,000	(8,794)	30,000	30,000
Tudor Trust	9,403	26,000	(9,403)	26,000	26,000
The Clothworkers' Foundation	5,087	10,000	-	15,087	21,513
The Royal Foundation	-	48,560	(33,538)	15,022	-
The QBE Foundation	-	15,000	-	15,000	-
National Suicide Prevention Alliance	-	8,000	-	8,000	10,550
James Wentworth-Stanley Memorial Fund	7,500	-	(625)	6,875	7,500
The Matthew Elvidge Trust	7,500	-	(625)	6,875	5,000
The Monument Trust	-	10,000	(9,746)	254	-
<i>Commissioning</i>					
Kensington & Chelsea, Westminster, and Hammersmith & Fulham PCTs (Tri Borough)	-	30,450	-	30,450	30,000
Liverpool Community Health NHS Trust	-	-	-	-	26,000
Wokingham Borough Council	-	13,460	-	13,460	-
Oxford Health NHS Foundation Trust	3,364	-	-	3,364	10,165
<i>Corporate funding</i>					
Unilever Lynx	52,461	-	-	52,461	57,230
Octopus Foundation	-	15,000	-	15,000	-
Topman	-	10,416	-	10,416	12,340
	97,442	356,263	(98,331)	355,374	360,598
<u>Unrestricted</u>					
<i>Grants</i>					
Rausing Trust	-	-	-	-	75,000
Derek Butler Research Trust	-	-	-	-	5,000
<i>Corporate funding</i>					
Octopus Foundation	-	-	-	-	40,500
	-	-	-	-	120,500
Total	97,442	356,263	(98,331)	355,374	481,098

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**NOTES TO THE FINANCIAL STATEMENTS
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5. RAISING FUNDS

Activity or programme	Activities undertaken directly	Support costs (Note 9)	2017	2016
	£	£	£	£
Fundraising activities and advertising	96,419	82,486	178,905	119,432

6. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity or programme	Activities undertaken directly	Support costs (Note 9)	2017	2016
	£	£	£	£
Helpline provision and webchat service	525,683	192,519	718,202	586,268
Website	19,635	62,804	82,439	83,872
Promotion/outreach costs	281,170	129,073	410,243	208,701
Support After Suicide Partnership	39,378	4,716	44,094	27,130
Total	865,866	389,112	1,254,978	905,971

7. ANALYSIS OF TOTAL DIRECT PROMOTION/OUTREACH COSTS

	2017	2016
	£	£
Communications	101,441	26,686
Merchandise and literature	11,739	21,985
CALMzine production and delivery	10,416	12,340
CALMzone promotion	13,427	19,559
Research and data collection	26,500	33,146
Production/promotion events/video production/volunteer co-ordination	117,647	26,902
Total	281,170	140,618

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8. ANALYSIS OF COMMISSIONED EXPENDITURE WITHIN EXPENDITURE ON CHARITABLE ACTIVITIES (SEE NOTE 6)

Activity or programme	Direct helpline provision and webchat service	Direct website	Direct promotion/ outreach	Direct Support After Suicide Partnership	Support Costs (Note 9)	Total 2017
	£	£	£	£	£	£
Commissioned expenditure:						
London	17,003	-	9,784	-	3,663	30,450
Oxford Health NHS	1,983	-	639	-	742	3,364
Wokingham Borough Council	10,456	-	3,004	-	-	13,460
Non-commissioned expenditure	496,241	19,635	267,743	39,378	384,707	1,207,704
Total	525,683	19,635	281,170	39,378	389,112	1,254,978

9. SUPPORT COSTS

	Office	Administration and management	Governance	2017	2016
	£	£	£	£	£
Raising funds	18,829	62,797	860	82,486	52,062
Helpline provision and webchat service	43,945	146,565	2,009	192,519	135,844
Website	14,336	47,813	655	62,804	45,681
Promotion/outreach	29,463	98,263	1,347	129,073	68,083
Support After Suicide Partnership	1,076	3,591	49	4,716	3,047
Total	107,649	359,029	4,920	471,598	304,717

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 four principal activities: Raising funds, Helpline provision and webchat service, Website and Promotion/outreach. A nominal amount is allocated to the Support After Suicide Partnership as this activity is considered to use only limited fixed resource.

The variable cost element, also estimated at fifty percent of support costs, is allocated across all four principal 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 wholly to the annual audit fee.

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10. STAFF COSTS

	2017	2016
Staff costs during the year were:	£	£
Staff salaries	459,687	190,317
HMRC National insurance costs	44,894	17,039
Employer contributions to defined contribution pension scheme	6,950	-
Operating costs of defined contribution pension scheme	2,913	-
Total costs	514,444	207,356

	Number	Number
The average monthly number of employees (full time equivalent) employed by the charity during the year was:	12	7

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

One employee received remuneration in the range of £70,000 - £80,000. An ex-gratia payment of £10,500 was made to the former Chief Executive at the end of their employment with CALM. The expense was recognised as expenditure in this accounting period.

One trustee received reimbursement of travel expenses of £560 (2016: £Nil) in connection with their work for CALM.

11. DEBTORS

	2017	2016
	£	£
Grant debtors	8,000	87,438
Accrued income	13,460	-
Other debtors and prepayments	17,095	15,778
	38,555	103,216

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017	2016
	£	£
Trade creditors	64,908	51,089
Deferred income	98,331	97,442
Other taxes and social security costs	17,184	5,509
Accruals	28,389	30,636
	208,812	184,676

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13. RESTRICTED INCOME FUNDS

Fund source	Purpose
Comic Relief	Webchat service
John Ellerman Foundation	Webchat service
The QBE Foundation	Webchat service
The Henry Smith Charity	Helpline service provision
Unilever Lynx	Helpline service provision
Octopus Foundation	Helpline service provision
City Bridge Trust	London helpline service provision and promotion and support for Volunteer Coordinator and CALMzine Editor
The Royal Foundation	Heads Together Campaign: helpline service provision, salary contribution for media relations officer, infrastructure and resources
The Clothworkers' Foundation	Helpline service provision and office equipment
National Suicide Prevention Alliance	Support After Suicide Partnership
James Wentworth-Stanley Memorial Fund	Salary contribution for Support After Suicide Project Manager
The Matthew Elvidge Trust	Salary contribution for Support After Suicide Project Manager
The Monument Trust	Support After Suicide Partnership survey on the impact of suicide
Kensington & Chelsea, Westminster and Hammersmith & Fulham PCTs (Tri-Borough)	London CALMzone provision for London promotion and London helpline
Liverpool Community Health NHS Trust	Merseyside CALMzone provision
Wokingham Borough Council Oxford Health NHS Foundation Trust	Thames Valley CALMzone provision: helpline service provision, webchat, website and local and national campaign services
Tudor Trust	Salary contribution for Volunteer & Supporter Engagement Officer and Editor
Topman	CALMzine magazine printing costs

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14. STATEMENT OF FUNDS

	Fund balances brought forward	Income	Expenditure	Transfers	Net movement in funds	Fund balances carried forward
	£	£	£	£	£	£
Unrestricted funds	357,914	1,201,285	(1,070,409)	-	130,876	488,790
Restricted funds	-	363,474	(363,474)	-	-	-
Total funds	357,914	1,564,759	(1,433,883)	-	130,876	488,790

Unrestricted funds are a general reserve which are free funds of the charity and are not designated for particular purposes.

15. RELATED PARTY TRANSACTIONS

In the year, advertising, fundraising and promotion costs of £54,403 (2016: £25,463) were charged by Theobald Fox Limited, of which, George Smart (Trustee) is a director. Creditors include £Nil (2016: £3,600) due to Theobald Fox Limited.

As disclosed in note 4, CALM recognised grant income of £15,087 (2016: £21,513) from The Clothworkers' Foundation, of whom Philip Portal (Trustee), is a Court Member.

CALM is a member of the National Suicide Prevention Alliance ("NSPA"). Grants were received from the James Wentworth Stanley Memorial Fund and The Matthew Elvidge Trust, who are also members of the NSPA. The Support After Suicide Project Manager is based in the CALM office and CALM employs and covers the costs of the post that are not covered by grants.

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**16. STATEMENT OF FINANCIAL ACTIVITIES INCOME AND EXPENDITURE ACCOUNT YEAR
ENDING 31 MARCH 2016**

	Unrestricted funds £	Restricted funds £	Total funds £
Income from:			
Donations and legacies	765,318	18,500	783,818
Charitable activities	120,500	360,598	481,098
Investments	1,708	-	1,708
Other income	493	-	493
Gross income in the reporting period	888,019	379,098	1,267,117
Expenditure on:			
Raising funds	119,432	-	119,432
Charitable activities	513,373	392,598	905,971
Total expenditure in the reporting period	632,805	392,598	1,025,403
Net income/(expenditure) in the reporting period	255,214	(13,500)	241,714
Transfer between funds	-	-	-
Other recognised gains/(losses):			
Gains/(losses) on revaluation on investment assets	-	-	-
Net movements in funds	255,214	(13,500)	241,714
Reconciliation of funds:			
Total funds brought forward	102,700	13,500	116,200
Total funds carried forward	357,914	-	357,914

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LEGAL AND ADMINISTRATIVE INFORMATION

CAMPAIGN AGAINST LIVING MISERABLY

**CHARITY REGISTRATION NUMBER: 1110621 (ENGLAND AND WALES),
SCO44347(SCOTLAND)
COMPANY NUMBER: 05378928 (England and Wales)**

TRUSTEES

James Scroggs (Chairman)
Richard Baskind (appointed 9 May 2016)
Kathy Chalmers
Marcus Chapman
Maggie Day (resigned 12 August 2017)
Robert Kingdom (Treasurer)
Aimee Luther
Philip Portal
Damien Ridge
Ajax Scott
George Smart

CHARITY CHIEF EXECUTIVE

Jane Powell (until January 2017)
Simon Gunning (from January 2017)

REGISTERED OFFICE

The Copper Room
Deva Centre
Trinity Way
Manchester M3 7BG

AUDITORS

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

BANKERS

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

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

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

LEGAL ADVISORS

DWF Solicitors
1 Scott Place
2 Hardman Street
Manchester M3 3AA