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CHARITY NUMBER: SCO44347 (Scotland)

**CAMPAIGN AGAINST LIVING MISERABLY**  
(A COMPANY LIMITED BY GUARANTEE)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2018

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# CAMPAIGN AGAINST LIVING MISERABLY TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## TRUSTEES' REPORT for the year ended 31 March 2018

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### Introduction from the Chair of the Trustees

84 men continue to take their own lives every week in the UK.

12 years into our campaign, this remains the defining data point of 2017 at CALM. And clearly a defining data point for men.

Since our campaign was conceived in 2006, we have strived to surface the heartbreaking data points about male suicide in the public sphere – from policy-makers, to media commentators, to service providers, employers and the wider public of women and men themselves.

In a world increasingly besotted with data and their analytics, for the longest time these data points simply weren't being meaningfully heard. People would too easily abstract themselves out of the data and not truly appreciate the implications it has for our fathers, our brothers, our sons, our boyfriends, our team-mates, our colleagues, and those devastated by the loss of loved ones.

With that in mind, 2017 was a year of shock and awe.

We punched the data home with a velvet fist – a public intervention that perhaps for the first time ever landed the enormity of the issue of male suicide.

Presented as an installation of 84 sculptures on London's Southbank, we knew it would be a huge shock when people started to understand its provenance, purpose and calculate its meaning.

Within 7 days our campaign metrics pointed to a deep impact: 2.1bn impressions around male suicide, 171m mentions of Project 84 on social media, by year-end 249,000 signatures on a petition to secure a minister responsible for suicide prevention and bereavement, then 7 Cannes Lions and a queue of brands wishing to further platform the issue. Project 84 created a wave that continues to ripple and break across culture.

Executed in partnership with ITV, This Morning, agency Adam & Eve and Harry's, Project 84 was a defining moment for CALM and the issue we seek to conquer. And perhaps more importantly a defining moment for the general public who could no longer ignore the facts.

It was the tentpole of a remarkable year under the helm of our new CEO, Simon Gunning and a streamlined organisation – supercharging awareness growth, income growth, service growth and therefore lives saved.

Never has the Campaigning cornerstone of our name been so apt. We entered 2017 with Heads Together, The Calm Photography Movement and the simply ludicrous 'L'Eau De Chris' campaign with Top Shop, featuring Chris Hughes from ITV2 hit 'Love Island' and his bottled tears.

On World Suicide Prevention Day we delivered a hard-hitting yet hopeful press campaign, publishing suicide notes of those who lived to show us all a way through crisis.

Our Change The Picture campaign through Instagram showed the flipside of the men maintaining an appearance of being invincible.

In Best Man Project we invited celebrities to reveal an uncommon honesty between mates.

And we ended the year riding the enormous waves created by Project 84.

Simply, the cultural connections we are making around the issues of toxic masculinity and male suicide get stronger and deeper.

As for the awe, with the growth in awareness and engagement in CALM, male suicide and the crisis of masculinity underpinning it, we have seen a truly awesome acceleration in income in 2017– both in the inspiring fund-raising activities of our supporters, and increased corporate engagement, whether through our workplace wellbeing initiative CALM Companies, or pledges to match the ambitions of our campaigning.

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Our year of shock and awe has saved lives; 456 lives to be precise. That's the data point we hold ourselves most accountable for. Because our engagement drives income growth, and that has a direct correlation back to our investment in core services and increased capacity to save more lives through our helpline & webchat services. It's a simple, undeniable model.

And with our continued upward trajectory of income growth, we are better able to build a robust roadmap to achieve our stated objectives of delivering 24-7 services for men in crisis as, when and how they need it. That will doubtless involve data, analytics and digital services to ensure that every £ raised is more effective in saving lives. We will begin to see the fruits of this in 2018/19.

Meantime, I for one remain entirely confident in our continued growth – arguably, we are becoming a populist movement to combat toxic masculinity and establish hope for those men who have reached a crisis point.

That hope will prevail and more men will stay alive. You can count on us.

James Scroggs

**J Scroggs, Chair**  
2<sup>nd</sup> October 2018

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**TRUSTEES' REPORT**

The trustees present their report with the financial statements of CALM for the year ended 31 March 2018.

**SECTION 1 - STRUCTURE, GOVERNANCE AND MANAGEMENT**

**1.1 Constitution of the charity and status**

CALM was incorporated on 1 March 2005 via Memorandum and Articles of Association as a company limited by guarantee and not having share capital. It was registered with the Charity Commission in England on 28 July 2005 and was entered on the Scottish Charity Register on 22 October 2013. The company is a Public Benefit Entity.

**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 recommendation 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. A series of meetings is arranged with key staff and departments in the CALM office for the new trustee to have a detailed understanding of the day-to-day activities of the organisation and to get to know the employees. Ongoing training is provided as required and there is a regular offer of an invitation to attend the CALM office and join meetings.

**1.3 Organisational structure and key policies**

CALM has a board of trustees which meet at least 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 17 employees in the London office.

The principal policies adopted by CALM are summarised as follows:

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

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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 Operations Director, in conjunction with the senior management in CALM's office. The Operations Director reviews risks every other month 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, Operations Director and Accountant. Cash-flow reports are prepared weekly, management accounts are prepared monthly 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.

#### **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 In particular but not exclusively young persons in the United Kingdom by offering, but not limited to, the use of support services, counselling, advice and/or information about depression and/or crisis management in whatever form is deemed most appropriate at that time to ensure that the services on offer are accessible to young people and others, through but not limited to the advancement of health education and public awareness.

#### **2.1.2 Strategic goals and principal activities**

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

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- To campaign to increase the awareness and understanding of male suicide in the UK; to create a platform for and explore 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 campaigns and engagement 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'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 2017/18**

CALM commenced 2017/18 with the following strategic and operational goals:

- Supporting men – to expand the helpline and webchat service, diversify into other forms of digital support and bring in internal support to improve the quality of services. CALM's campaigns and engagement activities also act as support for men, stimulating conversations and mutual support through the awareness they bring.
- Awareness – to continue to raise public awareness of male suicide through campaigns, communications and wider engagement activities.
- Cultural change – encourage men to get help and give each other support by working with national brands and other organisations that provide a channel to reach as many men as possible.
- Public support – continue to expand CALM's base of public supporters and determine a suitable measure of its supporter base.
- Corporate engagement – use corporate brands as a channel, platform and medium through which to reach out to young men and help them to help themselves.

### **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 services**

CALM's principal service is a helpline and webchat service. It runs from 5pm to midnight every day. It is free, confidential and anonymous. The service is tailored especially for men. It is run by paid, professional staff with substantial experience and extensive training 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.

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The trustees receive updates on the helpline and webchat service in the papers submitted ahead of each board meeting, including a report from the Helpline Director of the third party service company that provides the helpline service. This 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 lead to “spikes” in short term demand). The Helpline Director presents an annual update to the trustees, which includes an overview of the year and any issues arising.

Demand for CALM’s principal services continue to increase year-on-year. Over the year, there was a 17% increase in demand for the helpline and webchat services, with additional capacity added to meet this demand through the year. By March 2018, there were 9-10 seats on the helpline and webchat services 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 escalating challenges around the provision of mental health services by the public sector - in the absence of viable alternatives, some public agencies actively signpost men to CALM’s helpline and webchat services.

Demand for the webchat service specifically is growing ever-faster – demand for webchat grew 55% in 2017/18. The webchat service appeals to and reaches a different audience – often skewing towards younger men with more complex communication circumstances in which physically talking is a challenge; also those in more immediate need of urgent support. As with the helpline, the webchat service is also directly referred to by other agencies. Given the online nature of the service, it is very simple to access immediately.

Managing the level of demand and intensity of webchats has been one of the principle challenges. In November, a new “hold” system was put in place to help manage the immediate flood of demand confronting staff on some evenings. The system matches the one that was already in use for managing demand for helpline calls.

The overall performance of the helpline and webchat services are measured by the percentage of contacts answered (“strike rate”). The objective is to achieve a strike rate of 80%; in 2017/18 a strike rate of 76% (2016/17 76%) was achieved.

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 and 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 2018, 456 suicides were prevented.

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

	2015/2016	2016/2017	2017/2018	2017/2018 % change
<b>Total demand</b>	79,290	92,640	108,132	17%
<b>Demand in service hours</b>	70,219	83,261	96,518	16%
<b>Contacts answered</b>	55,946	63,536	72,856	15%
<b>% contacts answered</b>	80%	76%	76%	
<b>Webchat demand</b>	7,283	11,111	17,206	55%
<b>Suicides prevented</b>	386	409	456	

**CALM Companies**

As part of the strategic aims to both increase the level of support provided and income from commercial sources, the Brand Partnerships Director began the development of a new workplace wellbeing service – CALM Companies. The service is being developed against a backdrop of increasing awareness of the importance of mental health in society as a whole; and in the workplace in particular. For example, in October 2017, the government published the “Farmer/Stevenson” Report - Thriving at Work: a review of mental health and employers and over the last 12-18 months numerous organisations have started to publicly acknowledge the value of a workforce that is both emotionally and physically well.

Between September and December 2017, initial research was undertaken into potential demand, the most likely areas of penetration and the scoping of the components for a service provided by CALM. Following this CALM entered a service development phase with the final CALM Companies product due to launch in 2018/19.

**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”*. It does this through research, advocacy, signposting, collaboration, and innovative practice. 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.

CALM recognises the importance of supporting those bereaved by suicide, provides SASP with administrative and office support and helps SASP with 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.

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Key achievements in 2017/18 include:

Building a compelling case for change - In September 2017, SASP launched ground breaking research into the impact of suicide in the UK, with the University of Manchester. There was a substantial response, with over 5,000 members of the public taking part. It is expected that initial results will be available by the end of 2018, and a full report on the impact of suicide in 2019.

Increasing the capacity of support - SASP partnered with over 870 funeral directors (members of The National Society of Allied and Independent Funeral Directors) to deliver better support for people bereaved by suicide. This included training, education, and supporting funeral directors to give families resources such as Help is at Hand.

Improving support - With the support of CALM, SASP rebuilt its website to make it somewhere warm, engaging, and welcoming to anyone bereaved or affected by suicide. There were over 33,000 visitors in the last 12 months. Finally, SASP is partnering with the National Bereavement Alliance to develop guidelines for delivering bereavement support through group work and is working with experts across the fields of bereavement, with plans to embed these guidelines as the benchmark of quality support for group support.

SASP also worked with its members to produce a new booklet – Finding the Words – which offers guidance to supporters of people bereaved by suicide. This new resource has had an overwhelmingly positive response. SASP is now planning to work with Public Health England to make this booklet available to as many people as possible.

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

### **CALMzones**

Through funding from the local Clinical Commissioning Group (CCG), in 2017/18 CALM again provided services in the London Tri-Borough area – dedicated activities were undertaken in the region, materials in the form of the CALMzine were distributed to targeted stockists/events and additional helpline service provision was enabled.

At the end of 2017/18, CALM was informed that following changes to the Tri-Borough partnership, arrangements surrounding the commissioning of CALM's services are being revised.

### **3.2.3 Website**

CALM's website continues to serve 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.

The Communications Manager continued to create fresh, stimulating content for the website throughout the year, in the form of news articles, features and other stories. As well as content generated internally (including that from CALM's campaigns), the website continues to be a key platform for CALM to share stories and inspiration from and for men.

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CALM has always been a digitally progressive organisation. In line with trends in digital campaigns and communications, as well as CALM's own campaign strategy, the website does not stand on its own as a channel or platform; rather it is integrated as part of wider activity, including social media channels, the CALMzine (until March 2018), supporter newsletters, external media partners and offline communications for engagement and outreach (see 3.2.6 below).

As reported in 2016/17, a major project to upgrade CALM's website is underway. Planning for this continued through the year, ahead of a proposed re-launch in 2018.

Given the importance of CALM's website as a form of support, the infrastructure of the website is integrated into the other key components of the organisation – communications, engagement and fundraising.

In 2018, the portal for the new CALM Companies service (see 3.2.1 Service provision above) and an online ordering platform so that supporters can order materials and merchandise from CALM for fundraising and other events were also developed.

### **3.2.4 Campaigns**

In addition to the services provided to support men, the other key plank to CALM's activity is campaigning.

Over time, CALM has developed a reputation for "punching above its weight" in devising and delivering original campaigns that successfully reach large numbers of men through both their content and tone of voice, as well as campaigning through channels to reach places where men will find and see CALM. CALM's campaigns seek to include an interactive aspect – either a simple "call to action" or a more in-depth way of engaging with CALM, thereby growing the movement overall.

CALM has developed a successful model for campaigns by partnering with creative agencies, brands targeting men and media organisations, to create high levels of impact and awareness with the aim of improving understanding of the issues behind the high rates of male suicide and catalysing a cultural change across the UK.

Following the number of successful campaigns in previous years, one of CALM's principal challenges is therefore to continually generate fresh, compelling campaign ideas. 2017/18 was no different, but CALM rose to this challenge, running another series of incredibly impactful campaigns. As part of the strategy to have a more continual campaigns presence and to enhance the visibility of the CALM brand, a Campaigns Director was recruited to work with commercial partners to deliver campaigns.

The campaigns through the year also showcased the variety in tone and cadence that CALM uses to achieve its campaign goals – some shocking and hard hitting, some thoughtful and sensitive and others just downright funny.

For each campaign, CALM relies on its experience and works with the helpline service provider to predict the likely impact of the campaign (and other outreach activity) on demand for the helpline and webchat services, in order to manage capacity accordingly and ensure sufficient support is available.

The rationale for working with brand partners for campaigns is not only to achieve greater awareness and reach for each campaign by using that brand's audience as an additional channel, but also so that CALM can request funding from that brand to provide additional capacity for the helpline and webchat services to meet the increased demand for the service that arises from the campaign.

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In chronological order, campaign highlights in the year included:

### **Heads Together**

The support of the Duke and Duchess of Cambridge and Prince Harry has been hugely positive. CALM continued to partner with the Royal Foundation's Heads Together campaign, increasing awareness, understanding and conversations about mental health issues across the UK. The campaign peak was Heads Together being the main charity partner for the London Marathon in April 2017 (dubbed the "Mental Health Marathon"). This achieved huge levels of media coverage, with activities including CALM's contribution to the BBC documentary "Mind over Marathon" and securing an exclusive interview with the Duke of Cambridge and Prince Harry for the CALMzine. This interview also garnered further media attention.

As a result of the Heads Together campaign, CALM had 42 runners raising sponsorship income in the 2017 London Marathon, providing a substantial uplift for the public fundraising category (see Fundraising 3.2.8 below).

Following the 2017 London Marathon, Heads Together moved into more of a development phase, using the income raised for the Royal Foundation to develop programmes that will have a positive long-term impact on mental health in the UK. CALM continues to be a key partner of the Royal Foundation, particularly through input into programme development around men's mental health.

### **The CALM Photography Exhibition**

CALM has long used creativity and forms of art to highlight the negative connotations of masculinity (which can lead to the high rate of male suicide) as well as promote a more positive version of wellbeing for men. In May 2017, a photography exhibition was staged at the Getty Gallery in central London in support of CALM; and to showcase contemporary photography depicting and exploring notions of "masculinity" through the visual representations of what it means to be a man in 2018. The exhibition presented contributors to both an amateur and professional competition, the latter including entries from high-profile photographers including Rankin. As well as substantial numbers of attendees to the gallery itself, there was also lots of associated media interest and other communications opportunities for CALM. The exhibition was supported by CALM's long-term brand partner Topman, ensuring reach among another key audience. Further details can be found at:

<http://calm.photography/>

<https://www.thephotographymovement.com/>

<https://www.thecalmzone.net/2017/04/calm-photography-movement/>

### **Notes**

To mark World Suicide Prevention Day on 10<sup>th</sup> September 2017, CALM worked with award winning creative agency Adam&Eve/DDB to publish three real suicide notes in national newspapers. The notes were secured with the full support of the men that had written them. Given they had not gone on to take their own lives, this ultimately provided hope to any man in crisis – that any man could get through suicidal thoughts and find reasons to live. Included in this was a note from mental health campaigner and CALM supporter Jonny Benjamin. The campaign aimed to normalise discussion of suicide. In support of the campaign, CALM received advertising space in national Sunday newspapers as a gift in kind. The exposure resulted in CALM traffic to its website in one day growing by 3000%. More information can be found at:

<https://www.thecalmzone.net/2017/09/wspd2017/>

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### **Change the Picture**

To mark International Men's Day on 19<sup>th</sup> November CALM partnered with the agency 360i to launch a campaign, (entirely funded by Dentsu Aegis Network) called #ChangeThePicture. This campaign highlighted the fact that on average 12 men in the UK take their own lives each day, and directly addressed the issue of the restrictive male stereotypes depicted on social media. The campaign used the stylised, positive images often posted by men; but then went on to reveal the truth behind each image to reveal the vulnerability, mental health problems and suicidal feelings that were really present at that time. Contributors included CALM ambassadors, Chevy Chase and ex professional footballer Leon Mackenzie.

### **L'eau de Chris**

For 24 hours in the run up to World Mental Health Day in October 2017, retailer Top Man released a film and accompanying outdoor and digital campaign launching a fake product of mineral water infused with the tears of Chris Hughes, the celebrity from ITV2's hit programme, Love Island, who had become renowned for expressing his emotions. There followed widespread outrage on social media that Topman could be associated with such a ridiculous product; only for the campaign to be revealed as a partnership between Top Man and CALM, designed to show how *ludicrous* it is to bottle up your emotions and in so doing highlight that suicide is the largest single killer of men under the age of 45 in the UK. The idea and creative work was delivered by advertising agency BMB with PR support from W Communications. Outdoor media was supplied by Havas. All of this work was provided by these companies as a gift-in-kind. The production costs were met by Top Man

Such a major stunt (with humour) achieved huge reach – 120 million social media impressions in the first 48 hours, 91 articles of earned media coverage and 1800% increase in traffic to the CALM website from 18 to 24-year olds. L'eau de Chris was one of CALM's most successful campaigns - talking directly to young people, building brand awareness on a key date in the calendar.

### **Best Man Project**

Born out of media publication The Drum's "Do It Day" competition, this campaign asked the question, "Why wait for a wedding to be your best mate's best man?". It served to showcase the warmth and bond of male friendships. Using the format of a video interview with two best friends, the conversations started with light-hearted chat and "banter", but quickly turned on the request, "now tell him what he means to you as a friend...".

The campaign started out with a series of interviews with CALM supporters, progressed into a pub conversation, and ultimately interviews featuring the Duke of Cambridge, Rio Ferdinand, Loyle Carner, other celebrities and their mates. Men were encouraged to sign up to the Best Man Project to receive insights and ongoing content that aims to help mates help each other, in the good times and the bad.

### **Project 84**

This campaign sought to visualise and humanise the horrifying statistic that 84 men die by suicide each week in the UK. CALM worked with families bereaved by suicide and sculptor Mark Jenkins to create 84 statues to represent real men that had died. The campaign was in partnership with ITV, who placed the 84 sculptures on their buildings in London to coincide with the issue being featured on the "This Morning" programme.

Alongside the media campaign, there was also a petition on Change.org to lobby government for a minister to have dedicated responsibility for suicide prevention and bereavement.

The campaign had seismic impact - TV reach of 15 million people, earned media coverage globally of 2.1 billion, 170 million impressions on social media, 249,074 signatures on the petition and mentions in Prime Minister's Questions. The campaign also won a total of seven prestigious Cannes Lions awards, including Gold in the Health and Wellness category. More details can be found at:

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<http://www.projecteightyfour.com/>

### 3.2.5 CALMzine

In 2017/18, CALM published 3 editions of the award winning CALMzine, with two issues themed around topics relevant to CALM's mission – sport and male identity. The CALMzine published in April 2017 was a special edition to mark CALM's partnership with the Heads Together campaign from Royal Foundation and the 2017 London Marathon. This edition featured an interview with the Duke of Cambridge and Prince Harry.

The print costs of all CALMzines published in the year were again funded by a donation from Topman, one of CALM's long-term corporate partners.

In total, over the course of the year, over 75,000 copies of the CALMzine were printed and distributed to 26 Topman stores, barbers, student unions, sports clubs and numerous other venues, putting content in the hands of men in their own environment.

Although an important and much-loved part of CALM's campaigning since its inception in 2011, after 28 editions, it was decided at the end of the year to stop publishing the CALMzine. This was part of a wider review of CALM's outreach strategy, in response to a need to provide more tailored and topical material in a way that engages a younger audience – those who primarily consume digital media.

As part of a refreshed content strategy, CALM will continue to create and provide a platform to publish content and materials that cover similar themes, but without doing so in the form of a quarterly magazine. Specific content will be focused in line with overall organisational strategy – to promote a more positive message of wellbeing for men, on areas where suicide is high-risk, aligned to Engagement activity (see 3.2.6 below) and with a preference to using the CALM website and other digital channels.

### 3.2.6 Engagement and outreach

Reaching out to and engaging with a wider base of people is a key part of CALM's strategy - not just for its own sake but, critically, because it is an integral part of CALM being and building a wider grass-roots movement to prevent men taking their own lives and create a positive change in society.

CALM's engagement activity continued to be focused on distributing content from CALM's campaigns at events, such as music festivals and student Freshers' Fairs. CALM has traditionally generated huge appeal due to the youth and musical aspect to its messaging and content. In many cases, activities have been undertaken with the support of CALM's volunteers.

As part of CALM's refreshed strategy and a new approach following the appointment of a new Engagement and Events Executive, CALM put in place a new plan for engagement and outreach to work to support men before they reach a point of crisis ("upstream"); to be more targeted in its approach and to work in a scalable way by partnering with other organisations who are already working in areas that CALM wants to address. This involves:

- Using ONS data, other external data and CALM's own experience and understanding to build an evidence base for engagement activity and outreach based on areas of society at most risk of suicide:
  - a. By issue – isolation, homelessness, relationship breakdown, debt,
  - b. By demographic – prisoners, black men, GBT+ community, students
  - c. By occupation – construction industry (also a key target for and therefore link with CALM Companies service)
  - d. By region – Northern Ireland, Scotland, Wales, NE England, NW England and SW England

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- Approach, work with and form partnerships with specialist organisations in these areas. Already in 2017/18 either informal relationships or formal partnerships have been formed with:
  - a. Safeguard - an organisation that addresses issues of masculinity among prisoners
  - b. Student Problems – a Facebook page with 9 million followers of students and young people across the UK
  - c. Pride – in order to attend Pride festivals in the UK to reach the GBT+ community
  - d. Mentality – an organisation that puts on events to discuss wellbeing, career and life issues principally among young black men in London
  - e. Money and Mental Health Matters – financial organisations
  
- In each case the aim of the partnership is for CALM to:
  - a. Provide signposting to its helpline and webchat services
  - b. Create and distribute dedicated materials, including campaign resources
  - c. Share learning and experience, including the provision of reciprocal training
  - d. Provide a platform for content from these organisations to inspire and reach men within the CALM community as a source of peer support for men facing similar issues

### **3.2.7 Volunteering**

CALM is proud to run an active volunteer programme which this year had 265 active volunteers providing 3,014 hours of support. A further 100 are on a waiting list for induction. 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 important tasks, such as post fulfilment, desk research, registering fundraisers and other supporters for challenge events and supporting engagement activities.
  
- “Street Team” – an 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.

CALM’s volunteers are made up of a combination of individual volunteers who join CALM in passionate support of the cause, as well as volunteers from numerous corporate supporters, for example those organisations that have made CALM their Charity of the Year. All volunteers are provided with an induction by the Volunteer Co-ordinator, such that they are immersed in the subject matter and able to represent CALM at external events.

A sample of representative volunteering activities in 2017/18 include:

- In April 2017, as part of the association with the Heads Together campaign, 13 volunteers joined CALM’s “Cheer Team” for the London Marathon, with these volunteers coming along to spend a full day helping set up the cheer point and roar on 42 runners giving them the lift they needed at mile 17.
- Attending (the final) Secret Garden Party in July 2017, providing a fitting conclusion to CALM’s long association with this music event. In 2017, the CALM team consisted of 16 volunteers (contributing a total of 224 hours) who staged a special Torch Songs helping to entice more people into the tent to hear CALM’s message and take part in activities to discuss their own wellbeing.
- A repeat of the successful “Mind the Chap” event where 66 volunteers represented CALM at 13 main London rail and underground stations, distributing 20,000 Oyster card holders which contain information about CALM and the Helpline service, as well as raising awareness of the issue of male suicide with commuters.

# CAMPAIGN AGAINST LIVING MISERABLY TRUSTEES' REPORT AND FINANCIAL STATEMENTS

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### 3.2.8 Fundraising

The nature of CALM, as a grass-roots campaign, means the role of fundraising in the organisation is not purely a financial one. Supporters of CALM are often also beneficiaries, using their involvement in CALM's work to improve their own mental health or as part of the grieving process. They support CALM in a myriad of ways: as writers and volunteers, by staging events or contributing to campaigns and by fundraising. In turn we provide the support needed to empower them through their supporter journey.

Led by the Fundraising Director, the team collaborates closely with the Communications and Engagement departments, with the aim of moving to a more commercial and customer service focused approach to support and retention, with the goal of securing more income and more engaged supporters for the cause.

Following major strides in the previous year to install the infrastructure required to fulfil the requirements of CALM's growing income, CALM again increased capacity in the fundraising team to ensure that income is processed effectively and that all donors are provided with excellent support as part of their journey with CALM.

CALM is overwhelmed by the incredible feedback from donors about the support they receive from the team while undertaking their fundraising activities. Even as income has increased to over £2 million, the dedicated and committed staff in the office have not only put processes in place to ensure income is processed efficiently but also continue to provide supporters with extra levels of personal and empathetic communication, which makes a huge positive difference to supporters' experience.

Income from the public, particularly individual donors and those who are being sponsored for a huge variety of incredible events, continues to be the majority of CALM's income. The increase in income from corporate sources is encouraging and a successful result of the additional investment in resource in this area.

### 3.2.9 HR and support for staff

As part of its commitment to be a leader in all areas of its activities, in line with ground breaking campaigns and excellence in service provision, CALM aspires to be a leading employer in the not-for-profit sector.

#### Recruitment

In the year to 31 March 2018, six new roles were recruited and inducted into the organisation. This has enabled CALM to further develop its services and expand its campaign message.

#### Development

With the organisation continuing to grow across all areas, there remains a need to ensure the appropriate infrastructure is in place to support existing and new staff; and allow them to be able to fulfil their roles effectively and productively. To this end, the following HR activities were undertaken through the year:

- The induction programme for new staff was improved and rolled out (based on feedback from recent recruits, including the new Chief Executive).
- Project Management training for all staff (provided as a gift in kind by Octopus Investments) to allow more efficient work flow, delivery and output across the organisation, principally using the RACI approach to project management.
- "SDI" training for all staff (also provided as a gift in kind by Octopus Investments) to help leaders understand their strengths and motivations, and therefore better manage their teams.
- Performance Management Training – formalising, standardising and improving CALM's objective setting and performance review process for all line managers to improve output, accountability and transparency.

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### Support

Recognising the potential for secondary trauma that exists from working in a suicide prevention organisation, CALM has for a long time provided supervision to all staff as one of its key planks of support. Additionally, and in order to “practice what we preach”, CALM itself also became a CALM Company (see Service provision 3.2.1 above) to improve wellbeing among the office team, with some adjustments and amendments from the regular service, to take into account the fact that CALM staff are embedded in this field. This included:

- Three staff in Head Office receiving Mental Health First Aid (MHFA) training
- A wellbeing survey in order to gauge the happiness of all staff
- Provision of a series of progressive employee benefits,
- A series of ad hoc sessions for staff to improve wellbeing, including for example talks from CALM ambassadors on Mindfulness

### **3.3 Future aims and objectives**

Following the appointment of Simon Gunning as Chief Executive, a new vision and strategy was put in place in July 2017:

Strategic objectives:

1. Build the CALM brand through increased and more regular campaign presence
2. Increase service provision and support for men through the extension of the Helpline and Webchat Service; as well as new digital support services that will allow 24-hour support for men
3. Increase income and diversify revenue generation (with a focus on Corporates and Trust & Foundations)
4. Enhance Customer Relationship Management to grow the grass-roots nature of the campaign by providing compelling reasons for supporters to “Join CALM” and continue to support the organisation
5. Operate an efficient, productive and well governed organisation

In practice, these objectives will be realised through the following activities:

- Continuing to partner with relevant agencies, brands and media organisations to devise and deliver innovative and ground-breaking campaigns that have significant reach; to raise awareness of the issue of male suicide, change the culture in UK society so that men feel more able to discuss any issues and society is better able to support men
- Continuing to increase the proportion of income CALM generates from Corporates, through both service provision and campaigns; and increase income received in the form of multi-year grants from Trusts and Foundations
- Developing new digital services to complement the existing Helpline and Webchat services, such as “Intelligent Hold” to provide a form of triage so that men in crisis are more likely to receive urgent support and that those men not in crisis are able to access the information and signposting they need 24 hours a day
- Recruiting and retaining exceptional staff
- Increasing the use and understanding of supporter and service data to measure, report on and improve CALM's impact

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

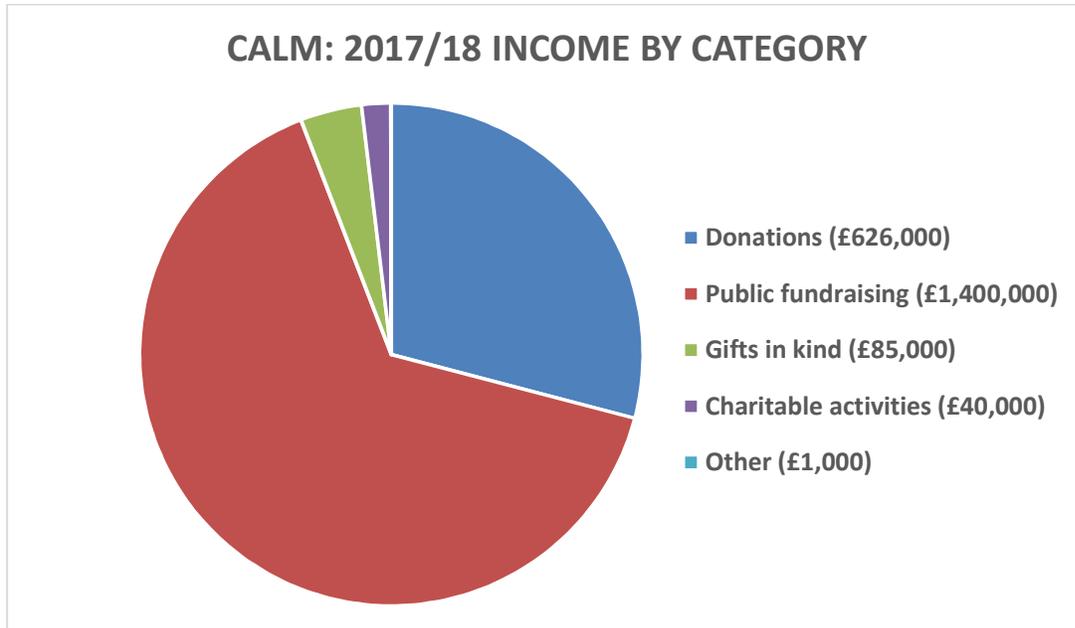
**TRUSTEES' REPORT  
for the year ended 31 March 2018**

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**3.4. Financial review**

**3.4.1 Income**

Income for the year was £2,152,000 (2017: £1,565,000), an increase of £587,000 (38%) on prior year. This was achieved due to an increase of £499,000 in public fundraising, gifts in kind of £85,000 and an overall net increase of £3,000 in the remaining areas of income. Income is categorised in the following chart:



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 charitable activities includes commissioning income of £35,000 and event registration fees of £5,000. The trustees have deferred income from grant funding of £44,000 until 2018/19 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 £1,868,000 (2017: £1,434,000), an increase of £434,000 (30%) 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 £238,000, an increase of £142,000 (146%) on the previous year. This includes 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 4 full time equivalent members of staff are allocated directly to this category (2017: 1.5). Direct fundraising costs represent 11% (2017: 6%) of income.

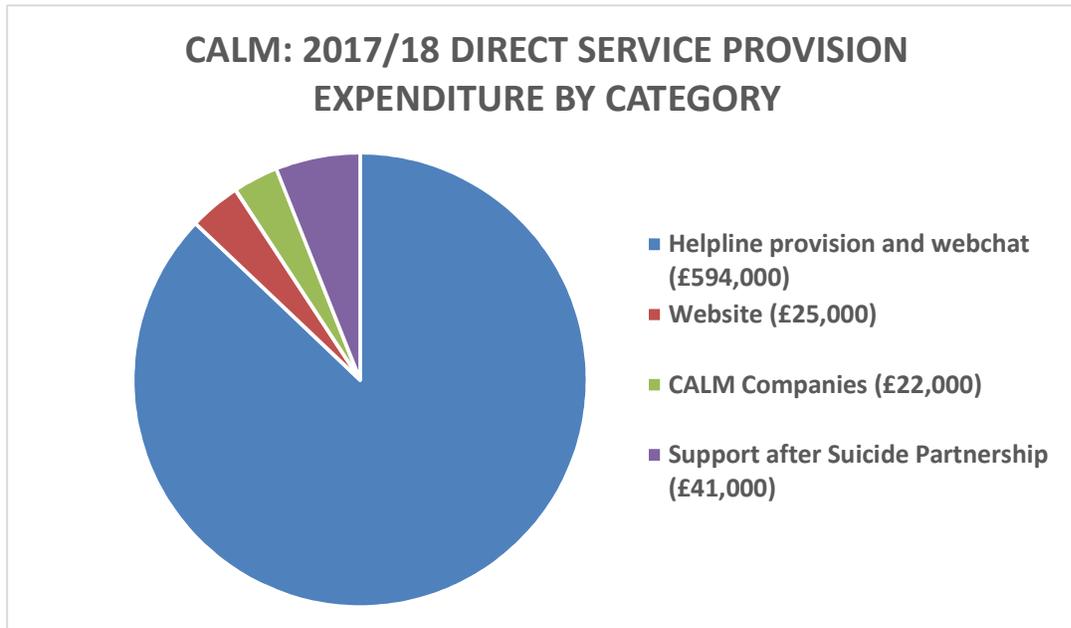
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- **Direct service provision**

Direct service provision costs were £682,000, an increase of £97,000 (17%) on the previous year. They can be analysed as follows:



The direct helpline/webchat service provision costs increased by £73,000 (13%) 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. The costs of developing CALM Companies (£22,000) is also included for the first time this year. The salary costs of 1.5 full time equivalent staff members are allocated to the direct service provision cost category (2017: 1).

- **Direct promotion and outreach**

Direct promotion and outreach costs were £496,000, an increase of £215,000 (76%) on the previous year. The costs in this category involve the direct provision of support to promote awareness of male suicide through 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 2017/18. In addition, the salary costs of seven full time equivalent staff are now allocated directly to this cost category (2017: 3).

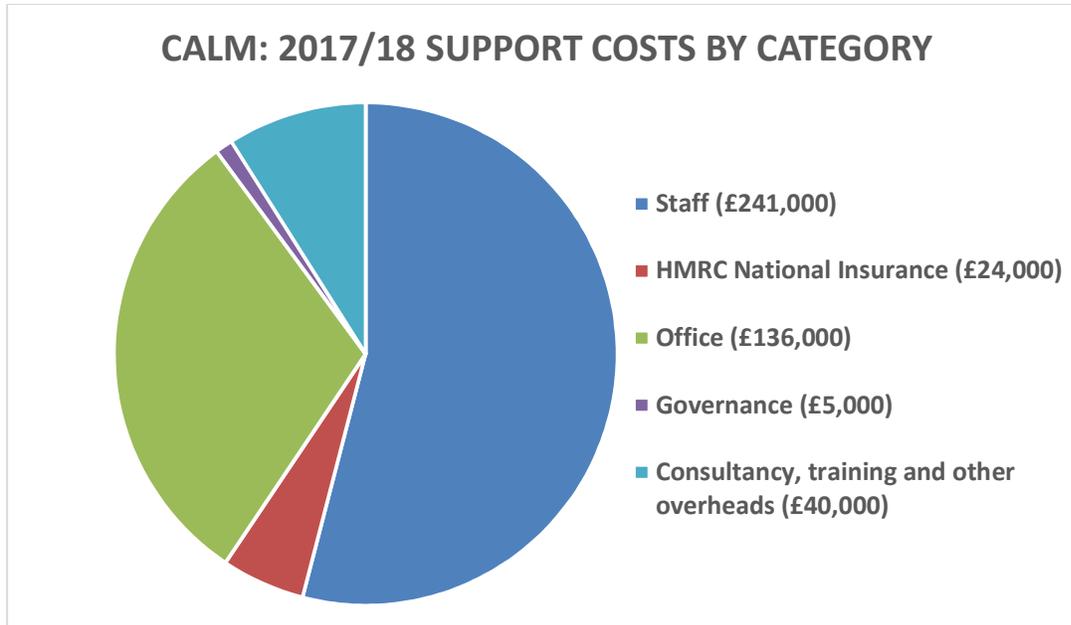
- **Support costs**

Support costs are the office, administration, management and governance costs incurred by CALM. In 2017/18 they were £446,000, a decrease of £26,000 (6%) on the previous year. This decrease was due to lower management costs as 2016/17 included two staff who were deemed to work across the business but have been allocated directly to fundraising in 2017/18. There has been a 26% increase in office costs, due to the move to a larger office and the increase in staff numbers.

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Expenditure is categorised as follows:



Staff costs represent the salary costs of CALM's 4.5 full time equivalent staff, including the Chief Executive, who were employed during 2017/18 and are not charged directly to one of the areas of CALM's activities (2017: 6.5).

Office costs, which are the general overheads of the charity, make up 7% (2017: 8%) of CALM's total expenditure. The principal elements are office rent (£73,000) and utility/communications/IT/insurance costs (£43,000).

#### **3.4.3 Surplus and reserves**

There was a fund surplus for the year of £284,000 (2017: £131,000), of which £284,000 (2017: £131,000) was unrestricted and £Nil (2017: £Nil) was restricted.

Total funds available as at 31 March 2018 were £773,000 (2017: £489,000), made up entirely of an unrestricted reserves balance. There was no restricted funds balance to carry forward as at 31 March 2018 (2017: £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 unrestricted reserves balance as at 31 March 2018 represents 3.9 months of budgeted expenditure for 2018/19.

#### **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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**TRUSTEES' REPORT  
for the year ended 31 March 2018**

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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 2nd October 2018

James Scroggs

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*J Scroggs – Director, Chair of Trustees*

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

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

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**Opinion**

We have audited the financial statements of Campaign Against Living Miserably (the 'charity') for the year ended 31 March 2018 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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**

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

the trustees use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

**INDEPENDENT AUDITOR'S REPORT  
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**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.

**Responsibilities of trustees**

As explained more fully in the statement of trustees responsibilities, 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 auditors under the Companies Act 2006, 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 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 these financial statements.

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

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

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

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

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Royce Peeling Green Ltd

15 October 2018

**Carolyn Dutton (Senior Statutory Auditor)** .....  
**Royce Peeling Green Limited**

**Chartered Accountants  
Statutory Auditor**

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

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

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

**STATEMENT OF FINANCIAL ACTIVITIES  
INCOME AND EXPENDITURE ACCOUNT  
YEAR ENDED 31 MARCH 2018**

	Unrestricted funds	Restricted funds	Total funds	Prior year funds (Note 14)	Further details (Note)
	£	£	£	£	
<b>Income from:</b>					
Donations and legacies	1,763,044	347,683	2,110,727	1,515,604	3
Charitable activities	4,835	34,920	39,755	47,274	
Investments	1,321	-	1,321	1,353	
Other income	-	-	-	528	
<b>Total</b>	<b>1,769,200</b>	<b>382,603</b>	<b>2,151,803</b>	<b>1,564,759</b>	
<b>Expenditure on:</b>					
Raising funds	330,766	-	330,766	178,905	4
Charitable activities	1,154,154	382,603	1,536,757	1,254,978	5
<b>Total</b>	<b>1,484,920</b>	<b>382,603</b>	<b>1,867,523</b>	<b>1,433,883</b>	
<b>Net income/(expenditure)</b>	<b>284,280</b>	<b>-</b>	<b>284,280</b>	<b>130,876</b>	
<b>Transfer between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net movements in funds</b>	<b>284,280</b>	<b>-</b>	<b>284,280</b>	<b>130,876</b>	
<b>Reconciliation of funds:</b>					
Total funds brought forward	488,790	-	488,790	357,914	
Total funds carried forward	773,070	-	773,070	488,790	

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 27 to 34 form part of these accounts.

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

**BALANCE SHEET  
AS AT 31 MARCH 2018**

	Unrestricted funds	Restricted funds	Total funds	Prior year funds	Further details (Note)
	£	£	£	£	
<b>Current assets:</b>					
Debtors	68,795	25,000	93,795	38,555	8
Cash at bank and in hand	819,460	18,586	838,046	659,047	
<i>Total current assets</i>	<u>888,255</u>	<u>43,586</u>	<u>931,841</u>	<u>697,602</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	(115,185)	(43,586)	(158,771)	(208,812)	9
<i>Net current assets</i>	<u>773,070</u>	<u>-</u>	<u>773,070</u>	<u>488,790</u>	
<b>Total net assets or liabilities</b>	<u>773,070</u>	<u>-</u>	<u>773,070</u>	<u>488,790</u>	
<b>The funds of the charity:</b>					
Restricted income funds	-	-	-	-	11
Unrestricted funds	773,070	-	773,070	488,790	10
<b>Total charity funds</b>	<u>773,070</u>	<u>-</u>	<u>773,070</u>	<u>488,790</u>	

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 2<sup>nd</sup> October 2018 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  
TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2018**

	<b>Current year</b>	<b>Prior year</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities:</b>		
<i>Net cash provided by (used) in operating activities</i>	177,678	218,320
<b>Cash flows from investing activities:</b>		
Interest received	1,321	1,353
<i>Net cash provided by (used in) investing activities</i>	1,321	1,353
<i>Changes in cash and cash equivalents in the reporting period</i>	178,999	219,673
<i>Cash and cash equivalents at the beginning of the reporting period</i>	659,047	439,374
<i>Cash and cash equivalents at the end of the reporting period</i>	838,046	659,047
	<b>Current year</b>	<b>Prior year</b>
	<b>£</b>	<b>£</b>
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	284,280	130,876
<b>Adjustments for:</b>		
Interest received	(1,321)	(1,353)
(Increase)/decrease in debtors	(55,240)	64,661
Increase/(decrease) in creditors	(50,041)	24,136
<i>Net cash provided by /(used in) operating activities</i>	177,678	218,320
<b>Analysis of cash and cash equivalents</b>		
	<b>Current year</b>	<b>Prior year</b>
	<b>£</b>	<b>£</b>
Cash in hand	838,046	659,047
<b>Total cash and cash equivalents</b>	838,046	659,047

**CAMPAIGN AGAINST LIVING MISERABLY  
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**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2018**

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**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), 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 £.

**Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named on page 35. 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.

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised;

**CAMPAIGN AGAINST LIVING MISERABLY  
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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.

**Fixed assets**

Fixed assets are for the use of the Charity in fulfilling its objects and are capitalised and depreciated.

Depreciation on fixed assets is provided at rates considered appropriate to reduce book values to estimated residual values over the useful lives of the assets concerned:

Furniture and fittings	- Straight line over 4 years
Computers and equipment	- Straight line over 4 years

Assets in the course of construction are not depreciated until they are completed.

Items of equipment with low initial cost (under £2,000) are written off on purchase.

**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.

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**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**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2018</b>	<b>Total 2017</b>
	£	£	£	£
Donations	363,495	262,383	625,878	607,203
Legacies	-	-	-	7,500
Public fundraising	1,399,549	-	1,399,549	900,901
Gifts in kind	-	85,300	85,300	-
<b>Total</b>	<b>1,763,044</b>	<b>347,683</b>	<b>2,110,727</b>	<b>1,515,604</b>

Restricted donations consists of grant income of £193,495, corporate income of £63,888 and donations of £5,000.

CALM does not engage in political campaigning.

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 £103 (2017: £60) have been received in the year.

**4. RAISING FUNDS**

<b>Activity or programme</b>	<b>Activities undertaken directly</b>	<b>Support costs (Note 6)</b>	<b>2018</b>	<b>2017</b>
	£	£	£	£
Fundraising activities	<b>237,663</b>	<b>93,103</b>	<b>330,766</b>	<b>178,905</b>

**CAMPAIGN AGAINST LIVING MISERABLY  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**5. EXPENDITURE ON CHARITABLE ACTIVITIES**

Activity or programme	Activities undertaken directly	Support costs (Note 6)	2018	2017
	£	£	£	£
Helpline provision and webchat service	593,986	150,841	744,827	718,202
Website	24,834	58,617	83,451	82,439
CALM Companies	22,467	3,640	26,107	-
Promotion/outreach costs	496,212	134,998	631,210	410,243
Grants/donations paid	5,500	-	5,500	-
Support After Suicide Partnership	41,205	4,457	45,662	44,094
<b>Total</b>	<b>1,184,204</b>	<b>352,553</b>	<b>1,536,757</b>	<b>1,254,978</b>

Donations were made to: Soup Kitchen at the American International Church £5,000 (2017: £0) for funding a counsellor at a drop-in centre, and Time to Talk £500 (2017: £500) to support a memorial service at St Martin's, London.

**6. SUPPORT COSTS**

	Office	Administration and management	Governance	2018	2017
	£	£	£	£	£
Raising funds	28,363	63,613	1,127	93,103	82,486
Helpline provision and webchat service	45,952	103,062	1,827	150,841	192,519
Website	17,857	40,050	710	58,617	62,804
CALM Companies	1,109	2,487	44	3,640	-
Promotion/outreach	41,125	92,238	1,635	134,998	129,073
Support After Suicide Partnership	1,358	3,045	54	4,457	4,716
<b>Total</b>	<b>135,764</b>	<b>304,495</b>	<b>5,397</b>	<b>445,656</b>	<b>471,598</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 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 at this time. No fixed cost element has been allocated to CALM Companies as activity did not commence until close to the end of the year.

The variable cost element, also estimated at fifty percent of support costs, is allocated across all four principal activities, and CALM Companies, 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 and reimbursed trustee travel expenses. £4,500 was paid in the year to the auditors in respect of audit services (2017- £4,920).

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**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2018**

**7. STAFF COSTS**

<b>Staff costs during the year were:</b>	<b>2018 £</b>	<b>2017 £</b>
Staff salaries	662,809	459,687
HMRC National insurance costs	64,691	44,894
Employer contributions to defined contribution pension scheme	23,711	6,950
Operating costs of defined contribution pension scheme	3,276	2,913
<b>Total costs</b>	<b>754,487</b>	<b>514,444</b>
	<b>Number</b>	<b>Number</b>
The average monthly number of employees (full time equivalent) employed by the charity during the year:	17	12
The number of volunteers	265	300
Total volunteer hours provided	3,014	2,807

In addition, CALM receives a great deal of support from volunteers which is not financially accounted for in the figures above. Volunteers play a key role in the functions of CALM; further details of their contribution can be found in the trustees' report on page 14 section 3.2.7.

<b>Employee remuneration bands:</b>	<b>Number</b>
£60,000 - £70,000	1
£90,000 - £100,000	1

The key management personnel of the charity comprise, the Trustees, the Chief Executive and the Operations Director whose total employee benefits (including employer pension contributions) amount to £169,030 (2017: £134,164).

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted funds.

There were no ex-gratia payments during the year (2017: £10,500).

**8. DEBTORS**

	<b>2018 £</b>	<b>2017 £</b>
Grant debtors	-	8,000
Accrued income	50,000	13,460
Other debtors and prepayments	43,795	17,095
	<b>93,795</b>	<b>38,555</b>

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**NOTES TO THE FINANCIAL STATEMENTS  
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**9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2018 £	2017 £
Trade creditors	66,260	64,908
Deferred income	43,586	98,331
Other taxes and social security costs	23,088	17,184
Accruals	25,837	28,389
	<b>158,771</b>	<b>208,812</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 website development, SASP Project Manager and the SASP survey.

**10. UNRESTRICTED FUNDS**

Fund name	Fund balances brought forward £	Income £	Expenditure £	Net movement in funds £	Fund balances carried forward £
General Fund	488,790	1,769,200	1,484,920	284,280	773,070

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

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**11. RESTRICTED FUNDS**

Fund name	Fund balances brought forward	Income	Expenditure	Net movement in funds	Fund balances carried forward
	£	£	£	£	£
<b>Donations</b>					
Helpline and webchat service provision	-	154,144	154,144	-	-
Volunteer & Supporter Engagement Officer and Editor	-	9,403	9,403	-	-
Heads Together Campaign	-	33,538	33,538	-	-
Engagement	-	9,000	9,000	-	-
CALMzine	-	13,888	13,888	-	-
Project 84	-	25,000	25,000	-	-
Support After Suicide Partnership Project Manager	-	15,000	15,000	-	-
Support After Suicide Partnership survey	-	2,410	2,410	-	-
		262,383	262,383	-	-
<b>Gifts in kind</b>					
Project 84	-	75,000	75,000	-	-
Annual report	-	10,000	10,000	-	-
VAT consultancy	-	300	300	-	-
		85,300	85,300	-	-
<b>Charitable activities</b>					
London helpline service provision and promotion	-	30,450	30,450	-	-
Thames Valley CALMzone	-	4,470	4,470	-	-
		34,920	34,920	-	-
		<b>382,603</b>	<b>382,603</b>	-	-

**12. RELATED PARTY TRANSACTIONS**

In the year, advertising, fundraising and promotion costs of £34,618 (2017: £54,403) were charged by Theobald Fox Limited, of which, George Smart (Trustee) is a director.

In the previous year CALM recognised income of £15,087 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.

**CAMPAIGN AGAINST LIVING MISERABLY  
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**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2018**

**13. PROVISIONS AND COMMITMENTS**

	2018		2017
	One year	2 – 5 years	
Operating leases which expire:			
In less than one year	7,500	-	-
Between two to five years	-	-	-
	7,500	-	-

**14. STATEMENT OF FINANCIAL ACTIVITIES INCOME AND EXPENDITURE ACCOUNT  
YEAR ENDING 31 MARCH 2017**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>Income from:</b>			
Donations and legacies	1,199,404	316,200	1,515,604
Charitable activities	-	47,274	47,274
Investments	1,353	-	1,353
Other income	528	-	528
<b>Total</b>	<b>1,201,285</b>	<b>363,474</b>	<b>1,564,759</b>
<b>Expenditure on:</b>			
Raising funds	178,905	-	178,905
Charitable activities	891,504	363,474	1,254,978
<b>Total</b>	<b>1,070,409</b>	<b>363,474</b>	<b>1,433,883</b>
<b>Net income/(expenditure)</b>	<b>130,876</b>	<b>-</b>	<b>130,876</b>
<b>Transfer between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movements in funds</b>	<b>130,876</b>	<b>-</b>	<b>130,876</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward	357,914	-	357,914
Total funds carried forward	488,790	-	488,790

**CAMPAIGN AGAINST LIVING MISERABLY  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

**CAMPAIGN AGAINST LIVING MISERABLY (CALM)**  
**CHARITY REGISTRATION NUMBER: 1110621 (ENGLAND AND WALES),**  
**SCO44347(SCOTLAND)**  
**COMPANY NUMBER: 05378928 (England and Wales)**

**TRUSTEES**

James Scroggs (Chairman)  
Richard Baskind  
Kathy Chalmers  
Marcus Chapman  
Maggie Day (resigned 12 August 2017)  
Robert Kingdom (Treasurer)  
Aimee Luther  
Philip Portal  
Damien Ridge (resigned 15 April 2018)  
Ajax Scott  
George Smart

**CHARITY CHIEF EXECUTIVE**

Simon Gunning

**REGISTERED OFFICE**

The Copper Room  
Deva Centre  
Trinity Way  
Manchester M3 7BG

**CALM OFFICE ADDRESS**

PO Box 68766  
London  
SE1 4JZ

**AUDITORS**

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

**LEGAL ADVISORS**

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

**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