CAMPAIGN AGAINST LIVING MISERABLY

England & Wales · Charity number 1110621

Details

Other names	THE CAMPAIGN AGAINST LIVING MISERABLY, C.A.L.M., CALM
Status	Registered
Legal form	Charitable company
Company number	05378928
Registered	2005-07-28
Register	View on the Charity Commission register

Contact

Address	5 Wootton Street London SE1 8TG
Phone	02036979331
Email	info@thecalmzone.net
Website	www.thecalmzone.net

Activities

Objects: THE PRESERVATION AND 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.

Activities: Preservation and protection and improvement of mental health and well-being amongst men in the UK, particularly focusing 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.

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Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, The General Public/mankind

Geography

- **Area of benefit:** UNITED KINGDOM
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£8,656,407	£9,150,340	£4,071,933	54
2024-03-31	£6,664,744	£8,379,614	£4,565,866	57
2023-03-31	£7,615,239	£7,446,223	£6,280,735	57
2022-03-31	£7,081,183	£6,305,358	£6,111,719	43
2021-03-31	£6,426,628	£4,820,159	£5,335,894	37

Trustees

Name	Role	Appointed
James Richard Scroggs	Chair	2013-11-28
AIMEE LUTHER		2013-01-31
Catherine Chevallier		2019-11-25
Christopher Price		2024-10-21
Emma Jane France		2019-09-30
Marcus Harry Chapman		2013-10-16
Matthew Robert Finch		2020-04-27
Philip Idris James Thomas		2020-04-27
Will Grundy		2019-09-30

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CAMPAIGN AGAINST LIVING MISERABLY

England & Wales - Charity number 1110621

Accounts

HELPING PEOPLE END THEIR MISERY, NOT THEIR LIVES

CAMPAIGN AGAINST LIVING MISERABLY

UNITED AGAINST SUICIDE

Trustees' Report & Consolidated Financial Statements for the year ended 31 March 2025

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

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INTRODUCTION FROM THE CHAIR OF THE TRUSTEES

On Sunday, September 7th, 2024, my wife and I dropped our son off at Bristol University to begin his degree, just ahead of his 19th birthday. As any parent would attest, it was a hugely emotional moment.

Two days later, at 8am on September 9th, I stepped onto the concourse of Westfield shopping centre in White City London, awash with production folk from ITV's *This Morning*. The atrium was a spectacle of 6,929 brightly coloured birthday balloons, rising joyfully into the vaulted ceiling. Yet, each balloon depicted the missed birthday of the 6,929 young people who had died by suicide in the last decade.

Who would credit the emotive power of a humble birthday balloon? This was a velvet fist delivering a gut punch. An apparent celebration of young lives that was in fact a memorial to their loss.

The launch of our Missed Birthdays campaign was a deeply moving moment, both personally and professionally. On the eve of our own 20th birthday as a campaigning organisation, it invited us all to reflect on the deepening mental health challenges young people face, and our role in bringing suicide out of the darkness using a shared language and the tools to break a cycle of stigma and shame.

As I write here every year, every call we answer, every conversation we start, every campaign we run is about one thing: making sure fewer lives are lost to suicide.

To that end, 2024 was a landmark year.

We conducted a rigorous review of our strategic objectives and business plan to strengthen income generation and deepen our impact through dedicated two-year work cycles.

We undertook a formal review of our support services - consolidating the remit of our helpline, livechat and WhatsApp service. This enabled us to ensure we are able to effectively help those in suicidal crisis, while also providing interventionist and practical support to others through our digital service products.

We had our best financial year for income yet, thanks in large part to our Omaze partnership and campaign delivered with our patron Romesh Ranganathan's deadpan

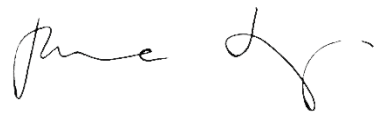
charm and wit. We raised a monumental sum of £3.5m, which will fund much of our helpline services for the next 2 years.

Through other such plain-speaking, interventionist, yet mainstream commercial partnerships, we continue to grow our income while protecting our reserves. Iceland Foods and the Food Warehouse landed suicide prevention in store, then our partnership with the Iceland Foods Charitable Foundation evolved to fund our Missed Birthdays campaign, which included the film 'Evelyn'. 'Evelyn' is a piece of storytelling that's undoubtedly as beautiful and heartbreaking as our 'Last Photo' campaign from 2023. We offer love and gratitude to Evelyn's parents, Jenni and Jack, for being so open and empowered in sharing their daughter's story.

This in turn helped seed our first major digital service, the C.A.R.E. Kit, also made possible by Iceland Foods Charitable Foundation, to equip parents and 'trusted adults' with the language and approaches to normalise conversations around suicide with young people. So far over 178,000 people have engaged with C.A.R.E. and more recently our friends at Mind Ease have gifted us a brilliant, proven app to launch in 2026 as a further way to share life-saving support with anyone who is struggling.

The roll call of brand partners, media partners, funders, supporters, advisors, helpline team, trustees and our noble staff is – as always – too long to detail. But as we enter our third decade, your steely determination, strength and resolve continue to fuel our ambition. A founding flame ignited by Jane Powell back in 2005 is today a fire. Led by our tireless CEO Simon Gunning, our collective hope burns brightly in the face of suicide - embodied both in our name and our mission:

To help people end their misery, not their lives.



James Scroggs MBE
Director, Chair of Trustees

THE TRUSTEES PRESENT THEIR REPORT WITH THE CONSOLIDATED FINANCIAL STATEMENTS OF CALM FOR THE YEAR ENDED 31 MARCH 2025.

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/directors

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

The Chair of Trustees and CEO are continuously assessing new potential candidates to add to the Trustee Board, working to an optimal board of 13. Trustees/directors are recruited through referrals, recommendations and specific advertising as required. They are invited to meet the Nomination Committee of the Trustee Board, the Chair, the Chief Executive and a quorum of the trustees/directors to understand skills and fit before they then meet some of the wider executives. This establishes an understanding of the responsibility and required active governance and contribution to the leadership in achieving the organisation's objectives. Candidates are required to observe several board meetings until such time both parties are confident of fit. Their appointment is by resolution of the board of trustees/directors following which the required legal documentation is completed.

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

1.3 Organisational structure and key policies

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

Advisory Boards are appointed as required to consider specific issues. The delegation of the day-to-day responsibility for the running of CALM rests with the Chief Executive, who is supported by a full-time equivalent staff of 57 employees in the London office (as at 31 March 2025).

The principal policies adopted by CALM are summarised as follows:

- **Ethical**
  CALM has a clear ethical policy that guides decisions about who we work with and where we accept funding from. We do not accept donations from organisations whose actions or values conflict with our mission to prevent suicide. We apply due diligence and ethical checks to all major gifts and partnerships, and endeavour to ensure that no single donor contributes more than 15% of our annual income. This protects our independence and ensures no external influence over our strategy or operations.

- **Equity, diversity and inclusion (EDI)**
  CALM's EDI policy serves to create a genuine sense of belonging by supporting diversity and inclusion across our staff, volunteers, beneficiaries, supporters and audiences. We do this through equitable opportunities and practices, and by working proactively to prevent harm. Our commitment is supported by ongoing EDI

training and education, an active EDI working group, and clear policies, principles and processes.

- **Investment**
  The trustees have the power to invest in such assets as they see fit, in agreement with the Executive, understanding both short-term requirements and objectives, but with a view to strengthening the organisation's financial position and ability to deliver on its objectives. Aside from retaining a prudent amount in reserves, CALM is now investing the majority of its funds. In addition, and with due regard for the short-term liquidity requirements of operating the charity, the trustees, in agreement with the Executive, have the power to utilise funds within longer-term investments. The trustees maintain healthy cash reserves and utilise those reserves to the best of their abilities according to an in-depth yearly planning exercise. Given the ongoing financial pressures on the charity sector, the trustees have been even more mindful of maintaining cash reserves to protect operations.

- **Remuneration**
  CALM's remuneration policy is to reward all staff based on: (1) their performance against personal objectives and progression within the banding and levelling framework; (2) CALM's overall strategic and financial performance; (3) market salaries for comparable roles across sectors; and (4) the need to retain talented staff. The Chief Executive's remuneration is determined with consideration of the organisation's overall expenditure and market rates for equivalent leadership roles.

- **Reserves**
  Reserves are maintained at a level that enables the charity to manage financial risk and ensure financial commitments can be met as they fall due. The reserves policy states unrestricted and undesignated income should exceed six months but is not expected to exceed twelve months of forecast expenditure unless under specific circumstances for which the Executive decides additional reserves are necessary (e.g. during periods of financial uncertainty or in expectation of additional investment in the organisation). This is determined on the basis of: (1) cash flow forecasts, which are updated and reviewed on a regular basis and discussed at trustee meetings; and (2) the nature of CALM's short and long-term liabilities and commitments. CALM's primary driver is therefore always to maintain sufficient funds to meet immediate working capital requirements for the next six to twelve months.

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

1.4 Risk management

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

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

Financial risks are monitored through reporting and jointly managed by the Treasurer, COO and Management Accountant. Management accounts, including a cash flow report, are prepared monthly and budget reviews take place monthly. Financial systems and policies are in place to ensure good practice.

1.5 Trading subsidiary

Campaign Against Living Miserably Trading Ltd is a wholly owned subsidiary of CALM. It undertakes commercial activities on behalf of the charity, including licensing, events and partnerships, with all distributable profits donated to CALM to support its work. The trustees retain oversight of the subsidiary, ensuring that its activities remain aligned with the charity's values and objectives.

SECTION 2 - OBJECTIVES AND ACTIVITIES

2.1 Aim
CALM focuses upon the prevention of suicide in the UK.

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

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

- To campaign to increase the awareness, conversation and understanding of suicide and suicide prevention in the UK; to create a platform and a movement that encourages and facilitates help-seeking behaviours and a shared purpose in suicide prevention.
- To provide suicide prevention services for people in the UK; principally a helpline, livechat and WhatsApp service, plus CALM's website, products, campaigns and engagement materials which provide information and support for anyone in the United Kingdom.
- To grow a community of individuals and groups, brought together by common interests, to support and learn from each other, improving wellbeing and creating a movement against suicide.

These goals guide all aspects of CALM's services, campaigns and partnerships.

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

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

SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

3.1 Strategic and operational goals for 2024/25

In 2024/25, CALM delivered against a bold, focused two-year strategy (2024–2026) designed to make the charity more impactful, sustainable and strategically aligned.. In the face of a challenging sector landscape, where fewer people are giving to charity and suicide rates continue to rise, we have made decisive, values-driven choices to strengthen our foundations and maximise our life-saving work.

Our vision is a future in which nobody believes suicide is their only option.
Our mission is to help people end their misery, not their lives.

This strategy is underpinned by five clear strategic choices:

- Grow income
- Develop scalable digital solutions
- Pursue fame
- Be highly interventionist
- Build a culture of effectiveness

These choices have shaped our organisational design and day-to-day priorities throughout 2024/25. At the heart of this work is our commitment to our values: We Are Responsible, Disruptive, Ambitious, and We Care. These values drive behaviour and decision-making at every level.

We have made significant progress this year:

A culture of effectiveness
Our embedded OKR framework is driving alignment and impact across CALM, with 96% of employees consistently reporting that they understand how their work contributes to organisational goals. 80% agree the new strategy enables better decision-making. This has fuelled a sharper focus on outcomes, stronger collaboration, and more ambitious project delivery.

Investing in infrastructure and insight
We prioritised and protected our CRM team to deliver improved supporter journeys and increase long-term, repeatable income. This strategic investment will enable more consistent supporter experiences and better conversion, retention, and lifetime value.

Financial stability and growth
After a period of necessary cost-cutting and restructure in 2023/24, CALM is now operating from a position of stability. In 2024/25 we made a small, controlled deficit, representing a marked improvement on the previous year, while maintaining reserves in line with our policy. CALM received substantial support from Omaze (£3.5m), which has been deferred and will be recognised evenly over the next two years to partially fund our helpline, providing greater stability for the years ahead. Alongside this, we have built more robust financial forecasting, ensuring the charity can plan with greater confidence. We are now preparing for future investment in the roles and capabilities needed to deliver sustainable growth.

Strategic income growth
We have significantly increased the portion of income we can reliably forecast each year. 2024/25 has marked real progress in building sustainable, scalable income through data-informed tactics and deeper engagement.

New ways of working
We introduced an ambitious neighbourhood model to drive collaboration, internal communication, and cross-functional alignment. This new structure has helped unlock potential across the organisation and reinforced our culture of effectiveness.

Through all of this, we remain deeply committed to delivering our mission. From building more sustainable income to enhancing campaign impact, and protecting our frontline services, our strategic and operational focus in 2024/25 ensured that CALM is stronger, more stable, and more ambitious, because suicide remains a public health crisis that cannot be ignored.

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 Frontline services

Frontline services at CALM comprise our life-saving helpline, staffed by paid professionals, and a suite of online digital support, including CALM Clubs.
Combined, they were used over 675,000 times across 2024/25.

Helpline
CALM provides direct, life-saving support via our suicide prevention helpline, which is available via phone, livechat and WhatsApp every night from 5pm till midnight, 365 days a year. It is free, confidential and anonymous, delivered by paid and professionally trained staff working across data-informed rotas to match peak demand.

The helpline provides suicide-specific support that meets user needs and is tailored for anyone affected by suicidal thoughts, their loved ones, and anyone bereaved by suicide. Across the year we worked hard to manage demand and target our helpline to those who need us most. Our helpline team delivered 98,346 conversations across phone, livechat and WhatsApp, and in Q4 achieved an answer rate of 83%, which is a 30% increase on the previous year. As a result, we have seen a 25% increase in calls about suicidal thoughts and feelings.

CALM works with a third party to deliver our helpline. We continue to work together on operations, quality optimisation and efficiency. Staff receive ongoing training to deliver a specialist interventionist service and consistently achieve a 94% quality assurance score - well above the 85% sector benchmark.

Digital services
Our digital services are designed to provide mental health support anytime, anywhere. Practical, self-guided resources are available 24/7 via our website. Nearly 400,000 users accessed our practical suicide prevention and general wellbeing digital tools in 2024/25. The CALM C.A.R.E. Kit is the newest addition to the services portfolio, an online learning tool to upskill trusted adults in youth suicide prevention and crisis intervention, which reached 178,646 users.

CALM Clubs
Clubs have long been a part of CALM's suicide prevention work, and this year officially became part of our life-saving services. There are 340 CALM Clubs across the UK, built around existing communities – including sports teams, hobby groups, and friendship circles. Clubs raise awareness by sharing CALM's message and resources, and help to create safe, informal spaces where no conversation is off-limits. Every club becomes a

micro-support network, making sure no one struggles alone.

3.2.2 Awareness and engagement

CALM's Marketing and Communications team has continued to grow and strengthen under the following functions:

- Brand and Campaigns
- Communications - including Content, Social, PR and Ambassadors
- Creative Studio
- Digital Marketing

2024/25 was a standout year for the CALM brand. Prompted knowledge among CALM's audience segments increased from 25% in March '24 to a record high of 34% in December '24, while conversion of knowledge into propensity to support increased from 45% to another record high of 56% in January '25.

This was due to the phenomenal impact of Missed Birthdays, our latest ground-breaking campaign, designed to highlight the rising rate of suicide amongst young people. The first phase featured a striking installation of 6,929 birthday balloons at Westfield, White City in London. Each balloon sadly represented a young person lost to suicide over the last decade and a birthday they did not reach. The second phase of the campaign saw the launch of an incredibly powerful film highlighting the devastating impact just one life lost can have - all through the story of Evelyn, who tragically took her own life at the age of 15.

Throughout the campaign, which reached 9 million people on social media alone, audiences were directed to the CALM C.A.R.E. Kit - a new resource designed to empower trusted adults with the tools, knowledge and confidence to support young people. Missed Birthdays and the development of the CALM C.A.R.E. Kit was made possible thanks to generous funding from the Iceland Foods Charitable Foundation, as well as pro bono support from adam&eveDDB and Westfield London. We were also extremely grateful to receive promotional support from ITV's *This Morning* and LADbible to further maximise engagement. Finally, and most importantly, our most heartfelt thanks goes to all of the families who took part in Missed Birthdays. Their words, and the stories of their loved ones, made the campaign what it was.

Post-campaign research highlighted that 1 in 3 people who saw the campaign said they went on to speak to a young person about mental health or suicide prevention which, when applied to the population, indicates we initiated upwards of 5 million conversations between trusted adults and young people.

Missed Birthdays has already received one award, PR Moment's Event of the Year. We anticipate there will be many more due to the impactful nature of the campaign.

Throughout the last 12 months, we also continued to tell the story of our work and how we can all play a role in saving lives from suicide. In October, we launched our hero film. It tells the story of what we do at CALM through emotive, powerful storytelling. The film shows how our services make a difference in people's lives, culminating in the message that *'Stopping suicide starts with all of us'*. Our ambassadors New Order donated their track 'Your Silent Face' for free for one year - and the film won a Bronze at the British Arrows for Impact.

Then in January, 'This is Not A Drill' - born from a brief put together with The Young Arrows - was launched. It combined drill music with humour to deliver a vital message to help a new generation of young people recognise when someone close to them may be struggling. The content performed exceptionally well with the organic content getting over 602,000 impressions and our paid ads having a 5.02% click-through rate.

It didn't stop there. We worked with Bradley Wiggins and his son Ben to create our first 'Deal With It' series, which gave young people practical skills to use if they were anxious or overwhelmed. This practical support was kindly funded by ICAP Charity Day and the Roger Raymond Charitable Foundation.

2024/25 saw a continuation of our finance-focussed campaign Money Talks. With the cost of living crisis continuing to weigh on our audience's minds, we teamed up with UM and MoneySuperMarket to explore the pressures facing young people and their finances, and created support resources to help them. The campaign was presented at a parliamentary event and accompanied by a rigorous research report from Dynata.

Harnessing the success of these campaigns, 24/25 was also a successful year for our paid social activity - we were able to increase users to the CALM website by 336.66% and increased conversions via paid social by 559.86%. This helped us to reach more people who need our support, and equip more people with life-saving suicide prevention skills.

Brand partnerships also continued to provide a significant contribution to awareness and engagement. In addition, Northern streetwear brand Montirex began a partnership with us, creating impactful content aimed at a youth audience under the 'Break the Wall' banner.

Our existing partners continued to deliver impactful activations: Penguin have created more 'Under the Surface' podcast episodes generating some of our best performing content, and also produced a limited edition hoodie with Romesh Ranganathan, giving proceeds to CALM. Beavertown extended their award winning 'Open Up' crisps campaign taking it to universities.

Ambassadors

Our Patron Romesh Ranganathan smashed his £1 million fundraising target through his London Marathon run, bucket collections at his tour dates, and he was at the centre of our Omaze House draw - he even sold his own brand of yum yums to raise money for CALM.

We welcomed some excellent new ambassadors into the CALM family over the course of 2024/25, including Tal Booker, Jonny Davies, Chesney Hawkes, Danny Jones, Harry Marshall, Mark Newsome, Paige Turley, and Wilfred Webster.

Over the course of the year, our Ambassadors contributed to campaigns and fundraising initiatives that generated £3.7 million in fundraising income for CALM*.

*London Marathon (Romesh Ranganathan), Omaze (Romesh Ranganathan, supported by James Threlfall and Chesney Hawkes), ICAP Charity Day (Chesney Hawkes, Shirley Ballas, Romesh Ranganathan and Declan Rice), Run the Capitals (Jonny Davies), Original Penguin (Romesh Ranganathan), Blue Monday t-shirt release (New Order) and fundraising challenges (Wilfred Webster, Mark Newsome).

Volunteering

In 2024/25, we offered volunteering opportunities through street teams at CALM challenge events. We also had a team of 132 volunteers representing CALM at the PGA golf tournament across 6 days, and raised £104k through various activations.

Our partnership with Avalon Bars and Events saw 653 volunteers staff bars across Glastonbury Festival. All volunteers were supported by CALM across the event, and wore CALM branded t-shirts. Avalon Bars and Events also made a significant donation to CALM as part of the partnership.

3.2.3 Income generation

In 2024/25, we were delighted to be one of the charity beneficiaries of an Omaze Million Pound House Draw. This generated £3.5m of fundraising income that will be recognised evenly over the next two years to partially fund our helpline, providing greater stability for the years ahead. This high-profile partnership was significant for many reasons. Firstly, it was record-breaking, contributing the biggest donation in the charity's history. Secondly, it contributed to a 4% increase in our brand awareness while the campaign was live. And finally, thanks to the huge amount of marketing support from the Omaze team, millions more people in the UK are now aware of CALM and our services should they ever need them. Just one of their social media ads, featuring our Patron Romesh Ranganathan, reached almost 20 million people - not to mention the TV ads and email marketing. It's for these reasons, and so many more, that we are very grateful to the Omaze team for choosing to support CALM.

In addition, we were excited to launch a new partnership with the Iceland Foods Charitable Foundation, which contributed £872,000 from staff and customer fundraising, a supplier golf day and generous funding for our Missed Birthdays campaign including our life-saving C.A.R.E. Kit resource.

We also received significant donations and fundraising from long-standing supporters, such as the Garfield Weston Foundation, St James' Place, Vintner's Foundation, Roger Raymond Charitable Foundation, the Lululemon Foundation and MONY Group.

Challenge Events grew to £1.5m income, with promoted events and DIY doing particularly well. We invested in more places in more events, such as Royal Parks Half Marathon, and have continued to grow our portfolio of events and capacity in 2025/26. In Community Fundraising, we continued to optimise Facebook Challenges, with four challenges across the year raising £462k. These virtual events were prioritised over the virtual Lost Hours Walk event, which didn't run in 2024/25.

Digital Communities and Partnerships developed our Jingle Jam partnership for the third year, with the greatest growth coming from our community fundraisers.

We are now in the second year of our strategy to grow repeatable, sustainable income. We have secured more multi-year partnerships, invested in more challenge events, and have grown the team to enable more stewardship and growth from within our database, which we also invested in. Regular giving has steadily grown and continues to be an area of focus.

CALM operates in accordance with the Code of Fundraising Practice and is registered with the Fundraising Regulator. There has been one complaint raised during this period, and we self-reported this to the Fundraising Regulator and sought advice. This matter was reviewed by the Fundraising Regulator, who found no breach of the Code of Fundraising Practice and confirmed that no further action was required. CALM's complaints policy can be found on our website thecalmzone.net.

Anyone choosing to fundraise for CALM has to agree to terms and conditions (if they are a volunteer fundraiser) or co-sign a commercial participator agreement if they are donating proceeds or profits from sales of goods or services. CALM did not employ the services of any third-party fundraisers in 2024/25.

3.2.4 Operations

People Operations

2024/25 was a year of rebuilding. Following a period of financial challenge at the end of the previous year, we moved quickly to realign our strategy, goals and ways of working. This created a renewed sense of focus and energy across the organisation.

The team responded with ambition and clarity. The new strategy empowered people at every level, helping us move in the same direction with a clear sense of purpose and shared goals. By year-end, our Employee Net Promoter Score (eNPS) rose to 45, exceeding the target of 15 set against the benchmark for similarly sized organisations across all sectors. This reflects a strong internal culture and confidence in CALM's leadership.

We also invested in organisational cohesion, rolling out collaboration skills training across the charity. This created a shared understanding and language for how we work together and helped us make progress towards our goal of being one cohesive team.

Support and safeguarding

We recognise the challenges of working in suicide prevention and remain committed to supporting staff wellbeing. CALM provides holistic support through a combination of internal and external services to help staff manage the emotional demands of the work.

Safeguarding was also a key focus throughout the year. Given the nature of our work, it is vital that clear policies, processes and boundaries are in place to help staff, volunteers and supporters carry out their roles safely and with confidence. In 2024, we carried out an in-depth safeguarding audit with an external partner. Following this, we strengthened a range of related policies and processes, and for Q1 of 2025/26 have planned enhanced safeguarding training across the organisation, including the board of trustees. This training will ensure that every member of the team is equipped to identify and report safeguarding concerns in others, and to uphold our collective responsibility to protect those we support.

Our ways of working continue to evolve to meet the needs of a high-performing and resilient organisation. We are building strong foundations, operationally and culturally, that will enable us to deliver against our long-term ambitions.

CALM is a well-led and strategically aligned organisation. Investment in our core team and infrastructure is vital to protect this stability and enable us to grow our impact in the years ahead.

SECTION 4 - PLANS FOR FUTURE PERIODS

4.1 Future aims and objectives

Looking ahead to 2025/26, CALM will remain focused on delivering against the two-year strategy we set in 2024. In a sector that continues to face serious pressures, with fewer people giving to charity, and rising rates of suicide across the UK, our role has never been more urgent.

We will stay on track with our strategic objectives and continue to deliver against our organisational OKRs. The clarity and alignment created by our 2024 to 2026 strategy is

enabling more effective decision making and better outcomes across the charity, and we are confident in our ability to build on this in the year ahead.

A major development in 2025/26 is the launch of an established app that has been gifted to CALM, aligned with our commitment to develop scalable digital solutions. This tool will provide 24-hour support and wraparound care to people experiencing panic and anxiety. It is a significant addition to our service offering alongside the helpline. While not crisis-specific, the app will strengthen our early intervention work and help us reach more people in distress. We are deeply invested in making this a success.

Our focus in the year ahead will also include:

- Continuing to strengthen long term, repeatable income generation
- Deepening insight into our impact and the effectiveness of our campaigns
- Protecting the operational infrastructure that enables sustainable growth
- Investing in the team and maintaining our culture of effectiveness.

To achieve our aims and deliver more life-saving support, unrestricted, multi-year funding is vital. It allows us to protect the core operational costs of the charity and build a long term strategy focused on outcomes, not short term fixes. In 2025/26 we are also working with an external partner on a major piece of work that will give us a clearer long term vision, a sharper understanding of our purpose and need, and help us stay focused on outcomes in everything we do.

THANK YOUS

Our fundraisers and supporters:

We couldn't exist without the support of our dedicated, generous fundraisers and supporters. As our recent hero video says so well, everyone has a part to play in suicide prevention. Our fantastic network of funders, fundraisers and supporters is proof of that. There's not room to thank every person who made an impact over this period, but we're not exaggerating when we say every single one made a life-saving impact on suicide prevention. Thank you.

Corporate, Brand and Community Partners:

- Ardonagh Speciality
- Attain Run Cap
- Avalon Bars and Events
- Beavertown
- BMW Group UK
- ClearBank
- Cupra
- Dovetail Games
- European Tour Group
- F45
- Glastonbury Festival
- Gresham House
- ICAP Charity Day
- Iceland Foods Charitable Foundation
- Invades
- JCW Group
- Jingle Jam
- LNER
- Lululemon
- Majestic Wine
- Marston's
- Mental Health World Cup
- Montirex
- MONY Group
- Moonpig
- Natural Motion
- Omaze
- Original Penguin
- The Revel Collective
- Rough Trade
- Tortilla Mexican Grill plc
- White Collar Fight Club

Pro-Bono Partners:

- adam&eveDDB
- CMS
- Hope & Glory
- JCDecaux
- Shape History

- Snapchat
- the7Stars
- TikTok
- VMLY&R

Philanthropic supporters:

- Amar Family Charitable Trust, The
- Bally's Foundation
- Batchworth Trust, The
- Braze for Social Impact Fund, a Fund of Tides Foundation
- Chapman Charitable Trust
- Church Trust, The
- David Family Foundation, The
- Dr. Martens Foundation
- Edgar E Lawley Foundation, The
- Edith Murphy Foundation
- Fairy Water Trust
- Fulmer Charitable Trust, The
- Garfield Weston Foundation
- Gledswood Charitable Trust, The
- Goldcrest Charitable Trust, The
- Grace Trust, The
- Highway One Trust
- Ingram Trust, The
- James Tudor Foundation, The
- John Swire 1989 Charitable Trust
- Joseph Levy Foundation
- Lancashire Foundation, The
- Leach Fourteenth Trust, The
- Light Fund, The
- Lugano Diamonds
- Lululemon Centre for Social Impact
- Lyons Charitable Trust, The
- Medicash Foundation
- Michael Cornish Charitable Trust
- Mills and Reeve Charitable Trust
- Orchard Family Charitable Trust, The
- Porta Pia 2012 Foundation, The
- Q Charitable Trust
- Redevco Foundation

- Rita and David Slowe Charitable Trust
- Roger Raymond Charitable Trust, The
- Sea Meadow Trust
- Simon Rivett-Carnac Trust, The
- St. James's Place
- Tomoro Foundation, The
- Vintners' Foundation, The
- William Allen Young Charitable Trust, The

Ambassadors:

- CALM Patron, Romesh Ranganathan
- Aaron Gillies
- Amber Gill
- Arlo Parks
- Cecilia Knapp
- Chevy Rough
- Chesney Hawkes
- Chris Hughes
- Danny Jones
- Declan Rice
- Fran Kirby
- Frank Turner
- Gilberto Silva
- Harpz Kaur
- Harry Corin
- Harry Marshall
- Jack Rooke
- James Threlfall
- Jamie Laing
- Joe Marler
- Jonny Davies
- Jonny Sharples
- Juliet Elliot
- Kem Cetinay
- Leon McKenzie
- Lewis Brindley
- Majestic
- Mark Newsome
- Marvin Sordell
- Mistajam

- Nadine Shah
- New Order
- Paige Turley
- Poorna Bell
- Professor Green
- Richie Driss
- Ricky Hatton
- RKZ
- Rosie Jones
- Russell Kane
- Ryan Thomas
- Sam Delaney
- Seann Walsh
- Shareefa J
- Shirley Ballas
- SK Shlomo
- Suzi Ruffell
- Tal Booker
- The Connor Brothers
- Tom Walker
- Wilfred Webster
- Zak Abel

SECTION 5 - FINANCIAL REVIEW

5.1 Income

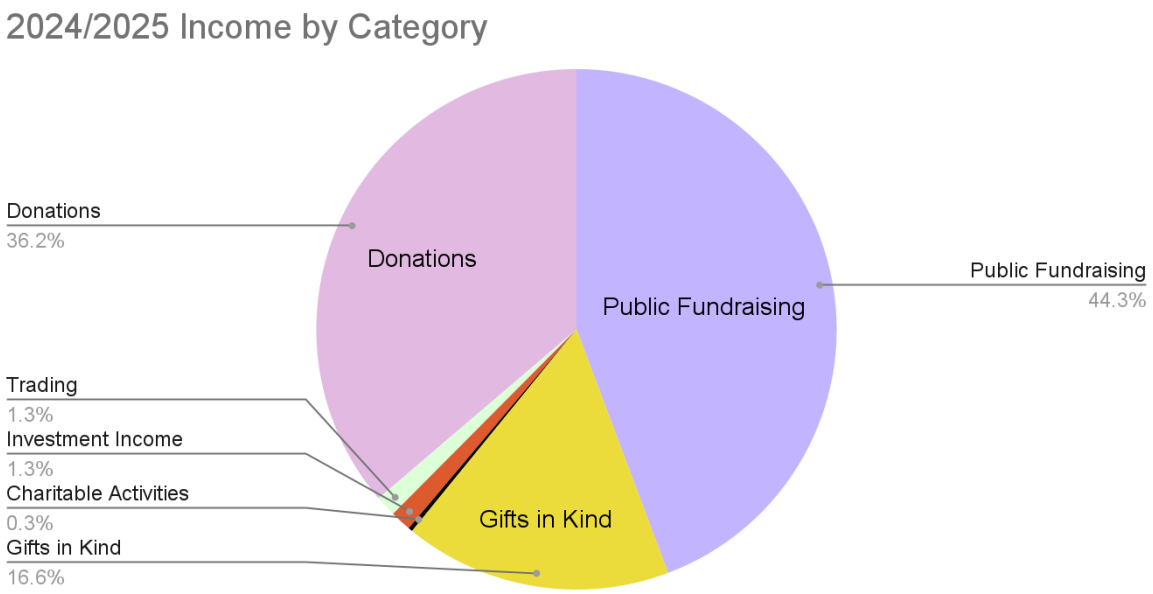
Income for the year was £8,656,000 (2024: £6,665,000), an increase of £1,991,000 (30%) on the previous year. This was achieved as follows:

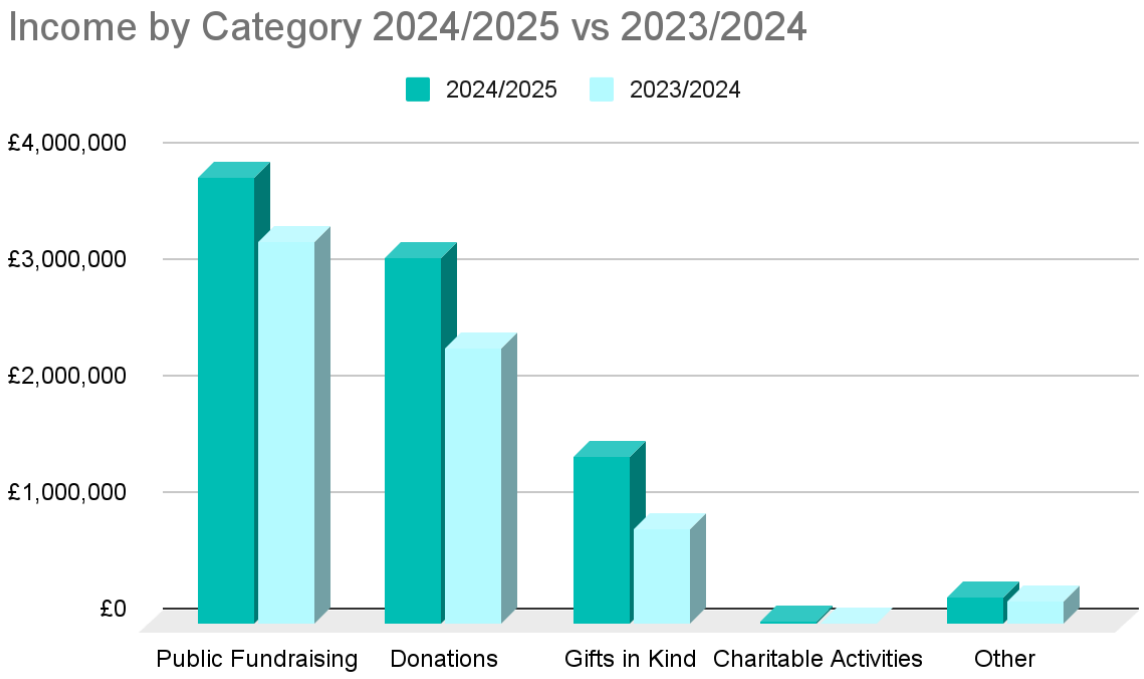
- Public fundraising £3,833,000 (2024: £3,275,000), an increase of 17%.
- Donation income £3,138,000 (2024: £2,358,000), an increase of 33%.
- Gifts in kind £1,439,000 (2024: £820,000), up 75%.
- There were also some minor movements in investment income £113,000 (2024: £196,000) and charitable activities £23,000 (2024: £15,000).

Public fundraising involves raising income from public participation in, and sponsorship of, challenge and community events throughout the country by CALM supporters, as well as direct donations from members of the public towards CALM's work.

Donations consist of income from trusts, foundations, and corporate funders, and include contributions from employee events as well as matched funding for donations raised by employees.

Income is categorised in the following charts





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

Income from charitable activities includes event registration fees of £23,000 (2024: £14,000), and trading income of nil (2024: £1,000). Event registration fees relate to fees paid by supporters for their fundraising event place.

Deferred income from funding was £3,520,000 (2024: £46,000). Of this amount, £3,500,000 relates to income received from Omaze and will be recognised evenly over the next two years to partially fund our helpline, providing greater stability for the years ahead.

5.2 Expenditure

Expenditure for the year was £9,150,000 (2024: £8,380,000), an increase of £770,000 (9%) on the previous year. This increase arose across the following areas of CALM's activities:

Fundraising
Total fundraising costs were £2,492,000 (2024: £2,152,000), an increase of £340,000 on the previous year. Of these costs £1,727,000 (2024 £1,363,000) were direct costs and £765,000 (2024: £789,000) were an allocation of support costs, which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training. Fundraising costs include the costs of supporting and organising participants in fundraising events on behalf of CALM and also work on developing the supporter database. The salary costs of 20 full-time equivalent members of staff (as of 31 March 2025) are allocated directly to this category (2024: 23). Fundraising costs represent 29% (2024: 32%) of income.

Charitable activities
Charitable activities costs were £6,257,000 (2024: £6,227,000), an increase of £30,000 (0.5%) on the previous year. Expenditure by key activities can be analysed as follows:

Service (Helpline) costs were £2,823,000 (2024: £3,336,000) and decreased by £513,000 15%). Alongside our helpline delivery partner, across the year we worked hard to increase efficiency, manage demand and target our helpline to those who need us most - enabling us to make a saving on helpline costs. In 2025/26, investments will be made to further increase the life-saving ability of our helpline and digital services. Of these total costs £2,002,000 (2024: £2,301,000) were direct costs and £821,000 (2024: £1,035,000) were an allocation of support costs, which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Service (Education & Awareness) costs were £3,434,000 (2024: £2,891,000). Predominantly as a result of generous gifts in kind, we were able to increase our service provision by £543,000 compared to the previous year. The costs in this category involve the provision of support to promote awareness of suicide through campaigns and specific public events. The salary costs of 12 full-time equivalent staff are allocated directly to this cost category (2024: 15). Of these total costs £2,511,000 (2024: £2,119,000) were direct costs and £923,000 (2024: £773,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Support costs, which are included within the aforementioned fundraising and charitable activities costs, are the office, administration, management and governance costs incurred by CALM. In 2024/2025 they were £2,509,000 (2024: £2,597,000), a decrease of £88,000 (3%) on the previous year. CALM employed 24 full-time equivalent staff (as at 31 March 2025) within this category (2024: 24), including the Chief Executive Officer.

Office costs are the general overheads of the charity and are principally made up of office rent £184,000 (2024: £203,000) and utility / communications / IT / insurance costs of £186,000 (2024: £169,000).

5.3 Surplus and reserves
There was a fund deficit for the year of £494,000 (2024: deficit of £1,715,000), all of which was unrestricted.

Total funds available as at 31 March 2025 were £4,072,000 (2024: £4,566,000), all of which were unrestricted. Included within the unrestricted funds is £200,000 which was transferred to an unrestricted designated fund to provide for the continued development of helpline technology.

The funds available balance is consistent with CALM's reserves policy outlined in section 1.3 above. In particular, it is sufficient to meet the charity's short-term working capital requirements. The unrestricted reserves balance as at 31 March 2025 represents 7 months (2024: 7 months) of budgeted expenditure for 2025/26.

SECTION 6 - REFERENCE AND ADMINISTRATIVE DETAILS

CHARITY REGISTRATION NUMBER: 1110621 (ENGLAND AND WALES), SCO44347 (SCOTLAND)

COMPANY NUMBER: 05378928 (England and Wales)

TRUSTEES
James Scroggs MBE (Chairman)
Philip Thomas (Treasurer)
David Bateson
Marcus Chapman
Catherine Chevallier
Matthew Finch
Emma France
Will Grundy
Aimee Luther
Philip Portal
Adam Powers (Resigned 15/04/2024)
Alexander Scott
Andrew Wardlaw
Christopher Price (Appointed 21/10/2024)

CHIEF EXECUTIVE OFFICER
Simon Gunning

REGISTERED OFFICE
5 Wootton Street
London
SE1 8TG

CALM OFFICE ADDRESS
5 Wootton Street
London
SE1 8TG

AUDITORS
Royce Peeling Green Limited
Chartered Accountants & Registered Auditors
The Copper Room
Deva City Office Park
Trinity Way
Manchester
M3 7BG

LEGAL ADVISORS
Stone King
Boundary House
91 Charterhouse Street
London
EC1M 6HR

CMS Cameron McKenna Nabarro
Cannon Place
78 Cannon Street
London
EC4N 6AF

BANKS

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

HSBC UK Bank Plc
1 Centenary Square
Birmingham
B1 1HQ

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

SECTION 7 - AUDITORS

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

SECTION 8 - STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

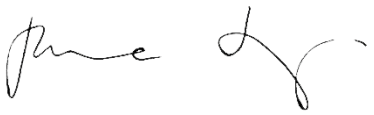
SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS

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

SECTION 10 - COMPANIES ACT 2006

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

This report was approved by the board on 3rd December 2025.



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James Scroggs MBE – Director, Chair of Trustees

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF

Opinion

We have audited the financial statements of the Campaign Against Living Miserably for the year ended 31st March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable by 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 of 31st March 2025, and 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 Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulations of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

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

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008, and the Charities Accounts(Scotland) Regulations 2006 require us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011, section 44 (i) (c) of the Charities and Trustee Investment (Scotland) Act 2005, and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

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

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

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

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

- Making enquiries of the Trustees and management on whether they had knowledge of any actual, suspected or alleged fraud:
- Gaining an understanding of the internal controls established to mitigate risks related to fraud:
- Discussing amongst the engagement team the risks of fraud; and

- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Other matters

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRSS 102)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with the current Generally Accepted Accounting Practice.

Use of our 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 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Carolyn Dutton (Senior Statutory Auditor)

for and on behalf of Royce Peeling Green Limited, Statutory Auditor

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

Date: 3rd December 2025

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.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 MARCH 2025

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Funds	Note
Income From:	**£**	**£**	**£**	**£**	
Donations and legacies	5,823,506	2,586,319	8,409,825	6,453,829	3
Charitable activities	22,907	–	22,907	14,830	
Government grants	–	–	–	–	
Trading activities	110,626	–	110,626	–	7
Investments	113,049	–	113,049	196,085	
Total Incoming Resources	**6,070,088**	**2,586,319**	**8,656,407**	**6,664,744**	
Expenditure on:					
Raising funds	2,491,677	–	2,491,677	2,152,155	4
Charitable activities	3,670,586	2,586,319	6,256,905	6,227,459	5
Trading activities	401,758		401,758		
Total Expenditure	**6,564,021**	**2,586,319**	**9,150,340**	**8,379,614**	
Net Income / (expenditure)	(493,933)	–	(493,933)	**(1,714,870)**	
Transfer between funds	–	–	–		
Net movement in funds	**(493,933)**	**–**	**(493,933)**	**(1,714,870)**	
Reconciliation of Funds:					
Total funds brought forward	4,565,865	–	4,565,865	6,280,735	
Total Funds Carried Forward	**4,071,932**	**–**	**4,071,932**	**4,565,865**	

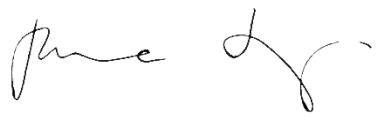
The Statement of Financial Activities has been prepared on the basis that all operations are continuing operations. There are no recognised gains and losses other than those passing through the Statement of Financial Activities. The notes on pages 43 to 56 form part of these accounts.

CONSOLIDATED BALANCE SHEET

YEAR ENDED 31 MARCH 2025

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Funds	Note
***Fixed Assets*:**	**£**	**£**	**£**	**£**	
Tangible assets	34,496	-	34,496	58,535	9
Total Fixed Assets:	**34,496**	**-**	**34,496**	**58,535**	
Current Assets:					
Debtors	3,974,207	-	3,974,207	970,974	10
Investments	994,785	-	994,785	778,256	11
Cash and cash equivalents	3,070,800	-	3,070,800	3,689,292	
Total Current Assets	**8,039,792**	**-**	**8,039,792**	**5,438,522**	
***Liabilities*:**					
Creditors falling due within one year	(4,002,355)	-	(4,002,355)	(931,192)	12
Net Current Assets	**4,037,437**	**-**	**4,037,437**	**4,507,330**	
Total Assets Less Current Liabilities	**4,071,933**	**-**	**4,071,933**	**4,565,865**	
The Funds of the Charity:					
Restricted income funds	-	-	-	-	16
Unrestricted funds:					
Designated fund	200,000	-	200,000	200,000	
General unrestricted funds	3,871,932	-	3,871,932	4,365,865	
Total unrestricted funds	4,071,932	-	4,071,932	4,565,865	14
Total Charity Funds	**4,071,932**	**-**	**4,071,932**	**4,565,865**	

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 3rd December 2025 and signed on their behalf by:



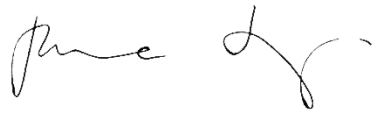
James Scroggs MBE
Director, Chair of Trustees

CHARITY BALANCE SHEET

YEAR ENDED 31 MARCH 2025

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Funds	Note
***Fixed Assets*:**	**£**	**£**	**£**	**£**	
Tangible assets	34,496	-	34,496	58,535	9
Total Fixed Assets:	**34,496**	**-**	**34,496**	**58,535**	
Current Assets:					
Debtors	4,259,738	-	4,259,738	970,974	10
Investments	994,785	-	994,785	778,256	11
Cash and cash equivalents	3,069,788	-	3,069,788	3,689,292	
Total Current Assets	**8,324,311**	**-**	**8,324,311**	**5,438,522**	
***Liabilities*:**					
Creditors falling due within one year	(3,995,743)	-	(3,995,743)	(931,192)	12
Net Current Assets	**4,328,568**	**-**	**4,328,568**	**4,507,331**	
Total Assets Less Current Liabilities	**4,363,064**	**-**	**4,363,064**	**4,565,865**	
The Funds of the Charity:					
Restricted income funds	-	-	-	-	16
Unrestricted funds:					
Designated fund	200,000	-	200,000	200,000	
General unrestricted funds	4,163,064	-	4,163,064	4,365,865	
Total unrestricted funds	4,363,064	-	4,363,064	4,565,865	15
Total Charity Funds	**4,363,064**	**-**	**4,363,064**	**4,565,865**	

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 3rd December 2025 and signed on their behalf by:



James Scroggs MBE
Director, Chair of Trustees

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2025

	Total Funds		Note
	2024/25	2023/24	
	£	£	
Cash Flows from Operating Activities:			
Net Cash provided by / (used in) Operating Activities	(502,352)	(2,051,761)	A
Cash flows from investing activities:			
Interest received	113,049	196,085	
Payments to acquire tangible fixed assets	(12,661)	(24,179)	
Net Cash provided by/ (used in) Investing Activities	100,388	171,906	
Change in Cash and Cash Equivalents in the Reporting Period	**(401,965)**	**(1,879,854)**	
Cash and cash equivalents at the beginning of the reporting period	4,467,549	6,347,403	
Cash and Cash Equivalents at the End of the Reporting Period	**4,065,585**	**4,467,549**	B

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

	Total Funds	
	2024/25	2023/24
	£	£
Net movement in funds for the year (as per the Statement of financial activities):	(493,933)	(1,714,870)
Adjustment for:		
Interest received	(113,049)	(196,085)
Loss on disposal of tangible fixed assets	-	-
Depreciation	36,700	41,031
(Increase) in debtors	(3,003,233)	(497,493)
Increase in creditors	3,071,163	315,656
Net cash provided by operating activities	**(502,352)**	**(2,051,761)**

NOTE B: ANALYSIS OF CASH AND CASH EQUIVALENTS

	Total funds	
	2024/25	2023/24
	£	£
Current investments	994,785	778,256
Cash at bank	3,070,800	3,689,293
	4,065,585	**4,467,549**

CHARITY STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2025

	Total Funds		Note
	2024/25	2023/24	
	£	£	
Cash Flows from Operating Activities:			
Net Cash provided by / (used in) Operating Activities	(503,364)	(2,051,761)	A
Cash flows from investing activities:			
Interest received	113,049	196,085	
Payments to acquire tangible fixed assets	(12,661)	(24,179)	
Net Cash provided by/ (used in) Investing Activities	100,388	171,906	
Change in Cash and Cash Equivalents in the Reporting Period	**(402,976)**	**(1,879,854)**	
Cash and cash equivalents at the beginning of the reporting period	4,467,549	6,347,403	
Cash and Cash Equivalents at the End of the Reporting Period	**4,064,573**	**4,467,549**	B

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

	Total Funds	
	2024/25	2023/24
	£	£
Net movement in funds for the year (as per the Statement of financial activities):	(202,803)	(1,714,870)
Adjustment for:		
Interest received	(113,049)	(196,085)
Loss on disposal of tangible fixed assets	-	-
Depreciation	36,700	41,031
(Increase) in debtors	(3,288,764)	(497,493)
Increase in creditors	3,064,552	315,656
Net cash provided by operating activities	**(503,364)**	**(2,051,761)**

NOTE B: ANALYSIS OF CASH AND CASH EQUIVALENTS

	Total Funds	
	2024/25	2023/24
	£	£
Current investments	994,785	778,256
Cash at bank	3,069,788	3,689,293
	4,064,573	**4,467,549**

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES

Basis of preparation

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

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

The financial statements have been prepared on a going concern basis.

The 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 £.

Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent charity Campaign Against Living Miserably together with all entities controlled by the parent charity (its subsidiaries).

All financial statements are made up to 31 March 2025. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances, and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the Group's financial statements from the date that control commences until the date that control ceases.

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 29. 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. Registered Address: 5 Wootton Street, London, SE1 8TG.

Fund accounting

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

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

Incoming resources

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

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

1. The charity has unconditional entitlement to the resources; and

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

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

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

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions, it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

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

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

Investment income is included in the accounts when receivable.

Expenditure and liabilities

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

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

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

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

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

Leases

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

Pension Scheme

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

Depreciation

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

Short leasehold property

- Over the term of the lease

Computer equipment & furniture

- 33% straight line

Recognition of Liabilities

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

Recognition of Basic Financial Assets

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

2. CRITICAL ACCOUNTING ESTIMATES

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

Judgements and estimates are made by the trustees in allocating support costs between restricted and unrestricted funds. They are also made when ascertaining depreciation methods and rates applicable to fixed assets.

3. DONATIONS AND LEGACIES - GROUP AND PARENT

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Donations	1,990,354	1,147,198	3,137,552	2,358,497
Public fundraising	3,833,152	-	3,833,152	3,275,117
Gifts in kind	-	1,439,121	1,439,121	820,215
Total	**5,823,506**	**2,586,319**	**8,409,825**	**6,453,829**

Restricted donations consist of grant income of £1,147,198 (2024: £394,513.)
Legacies of £15,095 were received in 2025 (2024: £17,500).

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 £330 (2024: £250) have been received in the year.

4. RAISING FUNDS - GROUP AND PARENT

Activity or Programme	Activities Undertaken Directly	Support Costs (note 6)	Total 2025	Total 2024
	£	£	£	£
Fundraising activities	1,726,424	765,253	2,491,677	2,152,155

5. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity or Programme	Activities Undertaken Directly	Support Costs (note 6)	Total 2025	Total 2024
	£	£	£	£
Services: Helpline	2,002,122	820,682	2,822,804	3,335,808
Services: Awareness & education	2,511,091	923,010	3,434,101	2,891,651
Total	**4,513,213**	**1,743,692**	**6,256,905**	**6,227,459**

6. SUPPORT COSTS

Activity or Programme	Office Costs	Management	Governance	Total 2025	Total 2024
	£	£	£	£	£
Raising funds	314,931	448,403	1,919	765,253	789,459
Services: Helpline	337,742	480,883	2,057	820,682	1,034,963
Services: Awareness & education	379,854	540,842	2,314	923,010	772,717
Total	**1,032,527**	**1,470,128**	**6,290**	**2,508,945**	**2,597,139**

Activity or Programme	Office Costs	Management	Governance	Total 2024	Total 2023
	£	£	£	£	£
Raising funds	306,732	480,261	2,466	789,459	724,036
Services: Helpline	402,118	629,612	3,233	1,034,963	998,440
Services: Awareness & education	300,227	470,077	2,413	772,717	814,414
Total	**1,009,077**	**1,579,950**	**8,112**	**2,597,139**	**2,536,890**

Governance costs relate to the annual audit fee, legal fees and reimbursed trustee travel and meeting expenses. £6,290 was paid in the year to the auditors in respect of audit services (2024: £8,112).

7.TRADING SUBSIDIARY

	Total 2025	Total 2024
	£	£
Turnover	110,626	-
Cost of sales	(353,494)	-
Gross profit	(242,868)	-
Administration expenses	(48,263)	-
Net profit before and after tax	**(291,131)**	-

8.STAFF COSTS

Staff Costs during the Year were:	**Total 2025**	**Total 2024**
	£	**£**
Staff Salaries	2,820,642	3,051,435
Social security costs	308,767	332,859
Employers pension contributions	161,762	162,353
Total Costs	**3,291,171**	**3,546,647**

	Total 2025	**Total 2024**
The average monthly number of employees employed by the charity during the year	54	57
Number of volunteers	143	122
Total volunteer hours provided	858	793

Higher paid employees:

The number of employees whose remuneration fell within the following bands were:	**Total 2025**	**Total 2024**
£60,000 - £69,999	5	3
£70,000 - £79,999	2	3
£80,000 - £89,999	4	4
£100,000 - £109,999	1	1
£110,000 - £119,999		
£120,000 - £129,999		
£130,000 - £139,999		1
£150,000 - £159,999		1
£160,000 - £179,999	1	1

9. TANGIBLE FIXED ASSETS - GROUP & PARENT

	Short Leasehold Properties	Office Equipment & Furniture	Total
Cost	**£**	**£**	**£**
At 1 April 2024	47,643	146,147	193,790
Additions	-	12,661	12,661
Disposals	-	-	-
At 31 March 2025	**47,643**	**158,808**	**206,451**
Depreciation			
At 1 April 2024	29,122	106,133	135,255
Charge for the year	9,529	27,171	36,700
Eliminated in respect of disposals	-	-	-
At 31 March 2025	**38,651**	**133,304**	**171,955**
Net Book Value			
At 31 March 2024	18,521	40,014	58,535
At 31 March 2025	**8,992**	**25,504**	**34,496**

10. DEBTORS

	Group 2025	Charity 2025	Group 2024	Charity 2024
	£	**£**	**£**	**£**
Trade debtors	3,516,287	3,504,350	138,757	138,757
Prepayments and accrued income	336,806	336,806	733,405	733,405
Intercompany debtors	-	353,174	-	-
Other debtors	121,114	65,408	98,812	98,812
	3,974,207	**4,259,738**	**970,974**	**970,974**

11. INVESTMENTS

	Group 2025	Charity 2025	Group 2024	Charity 2024
	£	£	£	£
Listed investments	994,785	994,785	778,256	778,256

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2025	Charity 2025	Group 2024	Charity 2024
	£	£	£	£
Trade creditors	202,814	196,202	521,990	521,990
Deferred income	3,520,000	3,520,000	46,211	46,211
Income tax and social security	102,003	102,003	161,899	161,899
Accruals	177,122	177,122	200,677	200,677
Other creditors	416	416	415	415
	4,002,355	**3,995,743**	**931,192**	**931,192**

13. SUBSIDIARIES

Name of Subsidiary	Trading Activity	% Shares Held
Campaign Against Living Miserably Trading Ltd	Corporate sponsorship and brand licensing	100%

14. UNRESTRICTED FUNDS - GROUP

GENERAL FUND

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
General Fund	4,365,865	6,070,088	(6,564,021)	-	3,871,932
	4,365,865	**6,070,088**	**(6,564,021)**	**-**	**3,871,932**

GENERAL FUND

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	6,080,735	5,450,016	(7,164,886)	-	4,365,865
	6,080,735	**5,450,016**	**(7,164,886)**	**-**	**4,365,865**

DESIGNATED FUND

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	**-**	**200,000**

DESIGNATED FUND

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	**-**	**200,000**

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

15. UNRESTRICTED FUNDS - CHARITY

GENERAL FUND

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
General Fund	4,365,865	5,959,462	(6,162,263)	-	4,163,064
	4,365,865	**5,959,462**	**(6,162,263)**	**-**	**4,163,064**

GENERAL FUND

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	6,080,735	5,450,016	(7,164,886)	-	4,365,865
	6,080,735	**5,450,016**	**(7,164,886)**	**-**	**4,365,865**

DESIGNATED FUND

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	**-**	**200,000**

DESIGNATED FUND

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	**-**	**200,000**

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

16. RESTRICTED FUNDS

Fund Name	Balance at 1 April 2024	Income	Expenditure	Balance at 31 March 2025
	£	£	£	£
Helpline and livechat service provision	-	788,587	788,587	-
Missed Birthdays	-	332,400	332,400	-
Helpline technology development	-	26,211	26,211	-
	-	**1,147,198**	**1,147,198**	**-**
Gifts in Kind				
PR support and campaigning	-	1,366,575	1,366,575	-
Professional fees	-	72,546	72,546	-
	-	**1,439,121**	**1,439,121**	**-**

Fund Name	Balance at 1 April 2023	Income	Expenditure	Balance at 31 March 2024
	£	£	£	£
Helpline and livechat service provision	-	306,200	(306,200)	-
Helpline technology development	-	48,313	(48,313)	-
CALM Communities	-	40,000	(40,000)	-
	-	**394,513**	**(394,513)**	**-**
Gifts in Kind				
PR support and campaigning	-	820,215	(820,215)	-
	-	**820,215**	**(820,215)**	**-**

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

Missed Birthdays was a nationwide strategic initiative aimed at addressing the escalating crisis of youth suicide. The project featured a comprehensive public awareness campaign, the development of targeted intervention tools, and a significantly enhanced presence on social media platforms with a strong focus on TikTok to effectively reach younger audiences.

Helpline technology development fund is for the delivery of Project RIO, focussing on improving our livechat service with innovative technology.

17. RELATED PARTY TRANSACTIONS

In 2025, within Campaign Against Living Miserably Trading Ltd, there were:

Marketing costs of £319,126 (2024: £6,460) for production from adam&eveDDB, of which Will Grundy (Trustee) is Chief Strategy Officer.

18. PROVISIONS AND FINANCIAL COMMITMENTS - GROUP AND PARENT

Operational Leases	**Total 2025**	**Total 2024**
	£	**£**
Total non-cancellable commitments under operating leases expiring:		
In less than one year	252,648	202,238
Between two to five years	505,296	430
	757,944	**202,668**

THANK YOU

CAMPAIGN AGAINST LIVING MISERABLY

England & Wales - Charity number 1110621

Accounts

STOPPING SUICIDE STARTS WITH *ALL OF US*

CAMPAIGN AGAINST LIVING MISERABLY

Trustees' Report and Financial Statements for the year ended 31 March 2024

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

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INTRODUCTION FROM THE CHAIR OF THE TRUSTEES

I remember a board conversation ahead of 2023, at which we effectively agreed it was time to take a breath.

A sign of the times, perhaps.

A signal of a year of consolidation.

This annual report is slimmed down to document the operational and financial governance of CALM.

No more the energetic rush of our campaigning highs - despite 2023 being another year in which CALM continued to grow its influence and impact.

No more the compulsion to spend money on a printed annual – saving cost and protecting the environment.

2023 was a year of back to basics. To focus on the anchors of the business.

After seven years of building such a powerful, accessible brand surfacing suicide as a distinct issue upon the tide of mental health, we took a breather before we embarked upon a new phase: reviewing all parts of the business to assess efficacy and begin to evolve a new strategic plan.

So as our Last Photo campaign from 2022 continued to gather plaudits from marketing and advertising communities across the globe, we turned attention to three strategic priorities.

1. We investigated the roles our different services play in our portfolio, so we can be clearer and more effective in what serves who and why; then start to develop new digital services that offer appropriate interventions and support at scale.
2. We then conducted a strategic review of our helpline service provider, and after long and loyal service from our existing provider we chose to move to a new one, to grow our technical functionality and data analytics.
3. We began a strategic review to enshrine a focused 5-year horizon that might require a different organisational structure and key results to measure our steps forward in empowering society to challenge the culture of suicide.

Our vision is of a future in which nobody believes suicide is their only option.

Our mission is to help everyone avoid living miserably by placing CALM, our movement and our products in their lives.

And our values remain steadfast:

We are ambitious.

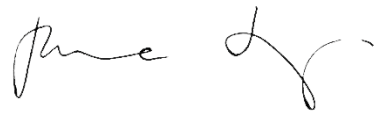
We are responsible.

We are disruptive.

We care - a lot

From our vantage point, we step forward into 2024-2025 alongside our brilliant team, our tireless supporters, funders, new commercial partners, and of course every beneficiary of our life-saving work.

We are united against suicide.



James Scroggs
Director, Chair of Trustees

THE TRUSTEES PRESENT THEIR REPORT WITH THE FINANCIAL STATEMENTS OF CALM FOR THE YEAR ENDED 31 MARCH 2024.

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

The Chair of Trustees and CEO are continuously assessing new potential candidates to add to the Trustee Board, working to an optimal board of 13. Trustees/Directors are recruited through referrals, recommendations and specific advertising as required. They are invited to meet the Chair, the Chief Executive and a quorum of the Trustees/Directors to understand skills and fit before they then meet some of the wider executives. This establishes an understanding of the responsibility and required active governance and contribution to the leadership in achieving the organisation's objectives. Candidates are required to observe several board meetings until such time both parties are confident of fit. Their appointment is by resolution of the Board of Trustees/Directors following which the required legal documentation is completed. There is a nominations committee being created in 2024/25.

Upon their appointment, new Trustees/Directors are provided with information on their role as a Trustee/Director along with details of CALM's operations and organisation. A series of meetings is arranged with key staff and departments in the CALM office for the new

Trustee/Director to have a detailed understanding of the day-to-day activities of the organisation and to get to know the employees. Ongoing training is provided as required and there is a regular offer of an invitation to attend the CALM office and join meetings.

1.3 Organisational structure and key policies

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

Advisory Boards are appointed as required to consider specific issues. The delegation of the day-to-day responsibility for the running of CALM rests with the Chief Executive, who is supported by a full-time equivalent staff of 61 employees in the London office (as at 31-Mar-2024).

The principal policies adopted by CALM are summarised as follows:

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

- **Equity, diversity and inclusion (EDI)**
  CALM's policy is to create a genuine sense of belonging by supporting the diversity and inclusion of staff, volunteers, beneficiaries, supporters and audience, through equitable opportunities and practices, and to mitigate against harm. There is an ongoing EDI training and education alongside an EDI working group, policies, principles and processes.

- **Investment**
  The Trustees have the power to invest in such assets as they see fit, in agreement with the Executive, understanding both short-term requirements and objectives, but with a view to strengthening the organisation's financial position and ability to deliver on its objectives. Aside from retaining a prudent amount in reserves, CALM is

now investing the majority of its funds. In addition, and with due regard for the short-term liquidity requirements of operating the charity, the Trustees, in agreement with the Executive, have the power to utilise funds within longer-term investments. The Trustees maintain healthy cash reserves and utilise those reserves to the best of their abilities according to an in-depth yearly planning exercise. Given the ongoing financial pressures on the charity sector, the Trustees have been even more mindful of maintaining cash reserves to protect operations.

- **Remuneration**
  CALM's remuneration policy is to reward all staff on the fair basis of: (1) their performance against personal objectives and progress within the banding and levelling framework; (2) CALM's overall strategic and financial performance; (3) market salaries of a comparable role across all sectors; and (4) the need to retain staff. The remuneration of the Chief Executive is also set at a level which is proportionate to the lowest paid staff member, the overall level of expenditure and market salaries for a comparable role elsewhere.

- **Reserves**
  Reserves are maintained at a level that enables the charity to manage financial risk and ensure financial commitments can be met as they fall due. The reserves policy states unrestricted and undesignated income should exceed six months but is not expected to exceed twelve months of forecast expenditure unless under specific circumstances for which the Executive decides additional reserves are necessary (e.g. during periods of financial uncertainty or in expectation of additional investment in the organisation). This is determined on the basis of: (1) cash flow forecasts, which are updated and reviewed on a regular basis and discussed at Trustee meetings; and (2) the nature of CALM's short and long-term liabilities and commitments. CALM's primary driver is therefore always to maintain sufficient funds to meet immediate working capital requirements for the next six to twelve months.

- **Safeguarding policy**
  CALM's staff safeguarding policy exists to support staff, volunteers and supporters. Due to the subject matter of the work that is carried out, it is important that clear policies, processes and boundaries are put in place to enable staff to carry out their roles in a supportive environment and to protect themselves.

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

1.4 Risk management

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

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

Financial risks are monitored through reporting and jointly managed by the Treasurer, COO and Management Accountant. Management accounts, including a cash flow report, are prepared monthly and budget reviews take place monthly. Financial systems and policies are in place to ensure good practice.

SECTION 2 - OBJECTIVES AND ACTIVITIES

2.1 Aim
CALM focuses upon the prevention of suicide in the UK.

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

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

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

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

SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

3.1 Strategic and operational goals for 2023/24
For 2023/24, we revisited and documented our vision, mission and five year objectives. Key within that is the ambitious goal that, within five years, 80% of our target audience (52% of the UK adult population) knows who CALM is, so that in times of need for themselves or others they are better able to help themselves or use our products to prevent misery and ultimately suicide.

Our strategy also sets out that we need to act innovatively to improve the effectiveness of our existing help products, whilst assessing and developing new products. To achieve our strategy we will seek enhanced income opportunities from familiar sources as well as those that are new or less familiar to us.

Income growth in 2023/24 wasn't forecast and, for the first time ever, we planned to make an annual deficit for two years and to be back in a break-even or surplus position from 2025/26 and beyond.

Vision: A future in which nobody believes suicide is their only option

Mission: To help everyone avoid living miserably by placing CALM, our movement and our products in their lives

Values: We are ambitious; We are responsible; We are disruptive; We care, a lot

In 2023/24 we set out to;

- raise £6.6m through a diverse portfolio of revenue streams, whilst providing a simple and fun experience for our supporters
- efficiently and effectively reach and support people via a range of innovative and optimised products along a continuum of need in order to meet CALM's mission
- build a disruptive and culturally relevant brand that creates knowledge, support, action and revenue amongst new and existing audiences
- support everyone to deliver their best work so we're all driving towards our personal, departmental and organisational goals
- provide everyone with the best possible employee experience and foster a sense of belonging for all
- put users at the forefront of all we do, through confidently delivering data, insight, processes and systems that enable CALM to deliver products that meets user and organisational needs

3.2 Review of operations

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

3.2.1 Services

Helpline

CALM's principal service continues to be our helpline which is offered via phone, livechat and WhatsApp every night from 5pm till midnight, 365 days a year. It is free, confidential and anonymous, delivered by paid and professionally trained staff.

Throughout the year we have worked to address the YOY upward trend in demand through the building and developing of our non-helpline support services, not directing all public communications to the helpline and focusing the remit of the helpline to be suicide specific. We have seen a drop of 4% in the overall demand.

Helpline	**2023/24**	**2022/23**	**YoY**
Demand:	313,386	326,725	(13,339)
Answered	166,911	161,061	5,850
Answer Rate	53%	49%	4% pts

CALM works with a 3rd party to deliver our helpline operation, and in October '23 we moved to a new provider. A number of optimisation and efficiency developments have taken place since then, for example resource planning to match demand more effectively. This has been reflected in a 3.6% increase in contacts answered which translates to a total of 166,9111 potentially life-saving conversations. Service user feedback continues to be positive, and via our post chat survey we saw 73% reporting having found their chat helpful, 65% feeling better/much better, and 77% who would recommend the service to others.

Other Services

Across the year we have focused on increasing the reach and impact of our services beyond the helpline via the development of our digital self-help in order to meet the needs

of those who turn to CALM for help with a wide range of life struggles. For example, our 'Offload Your Thoughts' digital tool was used over 30,000 times with 90% positive feedback.

3.2.2 Awareness

The Marketing and Communications team has continued to grow and develop under the functional pillars defined in 2022/23:

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

This structure has allowed the team to continue optimising all channels to drive efficiency across the full marketing funnel, and deliver some highly visible and impactful campaigns, content and activations, increasing prompted awareness amongst the CALM audience segments from 21% to a high of 29% achieved in December '23.

This year saw the launch of Unseen Signals, a campaign built to tackle the rising rate of suicide amongst young women. Data showed that women and girls under the age of 24 between 2020 and 2021 saw the steepest rise since records started in 1981. CALM tied this tragic statistic to the cultural buzz around the Women's World cup and hijacked the moment to deliver life-saving conversations. The campaign met or exceeded all OKRs, delivering a 2% increase in prompted knowledge for the charity and driving an above industry standard engagement rate of 6.77% across paid and organic social. Post campaign research also showed a greater public understanding of the barriers faced by young women in expressing their suicidal feelings, including feeling invisible or dismissed.

Detailed strategies, OKRs have been defined for each functional team, sub team and individual team members to measure the impact of effort on meeting organisational OKRs. The Marketing & Communications strategy has been given a clear focus of 'mass-mobilisation: making our mission their mission'. The team have taken this ambition and driven great conversion into CALM and across media platforms, spreading our vital message of suicide prevention.

In March the CALM TikTok channel was relaunched with a strong channel strategy and clear goals for delivering the CALM vision to a new audience. Results from the first month of being live showed 2.25 million video views and 26,000 follower increase.

Brand Partnerships

Once again brand partnerships have provided a significant contribution to awareness, engagement and income for CALM (close to £250k in the financial year). This year our main partners were Beavertown, with a particularly impactful 'Open Up Crisps' activation seeing 60,000 packets starting conversations in 300 pubs; Penguin, with their fantastic ongoing 'Under the Surface' podcast series generating some of our best performing content; Cupra with the 'Let Music Move You' platform and; Moonpig with a series of CALM greetings cards and access to a database of over 4.5m people. We are looking to expand the number and scale of our brand partnerships in 2024/25 and have already secured a number of new partners.

Ambassadors

Recruitment continued through 2023/24 and we landed a number of new ambassadors including Ricky Hatton, Tom Walker and Harpz Kaur. They were very active as well, with Ricky and Harpz both creating some impactful content and Tom building significant awareness for us among his fanbase (Spotify 7m, Instagram 1m, TikTok 1m) by releasing a song and video in support of CALM. Our existing ambassadors were also busy, with Shirley Ballas taking on the 'Skyathlon' challenge (zip wire, wing walk and skydive) to raise funds for CALM - no mean feat when you realise she has a fear of heights. This raised over £50k for CALM and built massive awareness as it was picked up by many mainstream media partners. In addition Joe Marler attended the ICAP day for us and of course Romesh stepped up from being an ambassador to become our patron, pledging to raise £1m! Since then we have received income from his tour, he ran the London Marathon for us, he is allowing us to produce co-branded products and he is taking part in our upcoming Omaze campaign, so he's a total legend and is well on his way to hitting his target!

Clubs

Across this year the Clubs programme was developed in terms of logistics (registration, materials content and CRM), to ensure that the programme was fully scalable in terms of the number of Clubs and individuals that could participate. The focus then turned to recruitment and a suite of materials was created to ensure we were well prepared to fill the top of the funnel, with 149 clubs and 19,000 members signed up by the year end. Going forward into 2024/25 the Clubs programme has moved into the services team with the emphasis still very much being on recruitment, growing the scale of the programme and hence the number of people it can support.

Volunteering
In 2023/24, Volunteering opportunities continued to be street teams representing CALM at challenge events and the PGA golf tournament. Again CALM was required to provide 150 volunteers across the 6 day event. In total, we generated over £90,000 from the event, largely thanks to volunteers.

We have now integrated volunteer management software 'Assemble' to allow us to better manage volunteers for the PGA event in 2024/25, and look ahead to engage new supporters through income driving volunteering opportunities.

3.2.3 Revenue generation
In 2023/24, 60% of CALM's income came from the public. We introduced a new event - Snowdon at Night, which raised over £45k in year 1. Promoted challenge events continued to perform well with participation and fundraising back to pre-pandemic levels. However non-promoted events underperformed, so we focussed on buying more places in the bigger events for 2024/25. Lost Hours walk continued as a DIY virtual event and raised £144,000.

Streaming - now under 'Digital Communities and partnerships' continues to be an opportunity area for CALM. The second year Sidemen charity football match raised less income than year 1, but still contributed £150,000 to our public income. We were successful in our second application for JingleJam which raised £252,000, and focussed on strengthening this valuable relationship by supporting their strategic development.

Individual Giving had more of a focus with our first 'summer appeal' launch. We tested a direct donation ask using paid and organic social, and bucked the downward trend within one off donations.

Towards the end of the year, we tested CALM's first Facebook Challenge, launching '62 miles in March' in February, with the challenge taking place in March. The first challenge raised £134,000 through 2000 fundraisers. We will continue to test and optimise these challenges next year.

Growth areas were largely within high value fundraising. Corporate Partnerships benefitted from excellent employee fundraising with The MONY group trekking Vietnam,

BMW climbing Snowdon at night, TP ICAP involving CALM in their Charity Day, and then LNER customers donating their 'delay-repay' refunds to CALM. We have also grown our Major Gifts team to build a strong pipeline of major donors as well as trusts.

In 2024/25, our fundraising strategy is to future proof CALM by growing our repeatable, sustainable income streams. We have already secured high value partnerships that will allow us to focus on testing tactics that are within our own control, to be able to grow income from within our CRM.

CALM operates in accordance with the Code of Fundraising Practice as outlined by the Fundraising Regulator. There have been no compliance issues in the reporting period and no complaints relating to CALM's fundraising practice. CALM's complaints policy can be found on its website thecalmzone.net.

Anyone choosing to fundraise for CALM has to agree to terms and conditions (if they are a volunteer fundraiser) or co-sign a commercial participator agreement if they are donating proceeds or profits from sales of goods or services. CALM did not employ the services of any third-party fundraisers in 2023/24.

3.2.4 Operations

People operations
In Q4 it became clear that due to a number of income opportunities not materialising that the forecast deficit would be significantly greater. Quick executive decision making meant that costs were reduced across the business including payroll and 17 roles were identified to be at risk of redundancy with 11 roles resulting in statutory redundancy. Alongside the redundancies we are embarked on a piece of work to analyse our strategy, goals and ways of working to ensure that we remain efficient and nimble in our delivery of work and ambitious in our goals.

The employee experience at CALM remains a key priority and we were pleased with a top eNPS score of 42 during the year.

Support
Recognising not only the potential for secondary trauma that exists from working in a

suicide prevention organisation, but also the responsibility as an employer to provide support for staff, CALM provides holistic support internally and through third-party providers. To further support the team a safeguarding audit has been planned for 2024/25.

SECTION 4 - PLANS FOR FUTURE PERIODS

4.1 Future aims and objectives

Although donations to charity in the UK grew in 2023/24 fewer people are giving to charity than before the pandemic in 2020. Deaths by suicide in the UK continue to rise and someone dies by suicide every 30 minutes with an attempt every three minutes. Suicide remains the biggest killer of men under 50 and is now the leading cause of death for 15-39 year olds. Young women under the age of 24 have seen the highest rise in suicide rate since records began. And, 1 in 5 people will have suicidal thoughts.

CALM cannot afford not to exist.

We have therefore more deeply reviewed our strategy and ways of working than ever before. For 2024/25 we have updated our vision and mission, and the previous goals that were set, with new ambition. This ambition ensures a focus on long term, repeatable and sustainable income so that CALM continues to deliver its life saving suicide prevention services to even more people in the UK who so desperately need it.

Vision: A future in which nobody believes suicide is their only option

Mission: To help people end their misery not their lives

2024/25 will see CALM focus on repeatable income generation by investing in automation, tried and tested but new-to-CALM fundraising tactics, conversion of supporters and investment into ensuring loyalty and life time value of supporters. CALM will continue to deliver ground breaking awareness-driving campaigns alongside highly interventionist suicide prevention, scalable digital solutions and effective ways of working to support our vital helpline, a lifeline for 167,000 people in 2023/24.

The cost cutting exercise that we successfully delivered towards the end , alongside a refreshed strategy and nimble ways of working will see CALM make a surplus in 2024/25 as opposed to the previously forecasted deficit made in 2023/24. This ensures that we are able to continue to deliver life saving suicide prevention services to more people.

THANK YOUS

Corporate, Brand and Community Partners:

- BBC Lifeline Appeal
- Beavertown
- BMW Group
- Cupra
- Durham University Charity Fashion Show
- European Tour Group
- Gresham House
- Imperial College London RAG
- Jingle Jam
- KASGA Golf Society
- LNER
- MONY Group
- Moonpig
- Penguin
- Revolution Bar Group
- Rough Trade
- Royal Households Cricket Club
- Sidemen
- White Collar Fight Club

Pro-Bono Partners:

- Adam&EveDDB
- CMS
- Hope & Glory
- JCDecaux
- The 7 Stars
- TikTok
- VMLY&R

Philanthropic supporters:

- Community Foundation Tyne & Wear and Northumberland - Opencast Charitable Fund
- Dr. Martens Foundation
- Fairy Water Trust
- Garfield Weston Foundation
- Henry Oldfield Trust
- Know Thyself Charitable Trust

- Michael Watson Charitable Trust
- Optigene Foundation
- Rita and David Slowe Charitable Trust
- Sea Meadow Trust
- ShareGift
- St. James's Place
- Susanna Peake Charitable Trust
- The Amar Family Charitable Trust
- The David Family Foundation
- The Denman Charitable Trust
- The Edith Murphy Foundation
- The Fulmer Charitable Trust
- The Ingram Trust
- The Kusuma Trust
- The Leach Fourteenth Trust
- The Light Fund
- The Pantheon Charitable Trust
- The Porta Pia 2012 Foundation
- The Roger Raymond Charitable Trust
- The Talent Fund - Disa's Fund
- The Vintners' Foundation
- The William Allen Young Charitable Trust
- The WO Street Charitable Foundation

Star Fundraisers:

- Chris Price
- Giancarlo Gaglione
- Jonny Davies
- Nick Hennigan

Ambassadors:

- CALM Patron, Romesh Ranganathan
- Fran Kirby
- Gilberto Silva
- Harpz Kaur
- Jamie Laing
- Joe Marler
- Nadine Shah
- New Order
- Ricky Hatton

- Rosie Jones
- Sam Delaney
- Shirley Ballas
- Tom Walker

SECTION 5 - FINANCIAL REVIEW

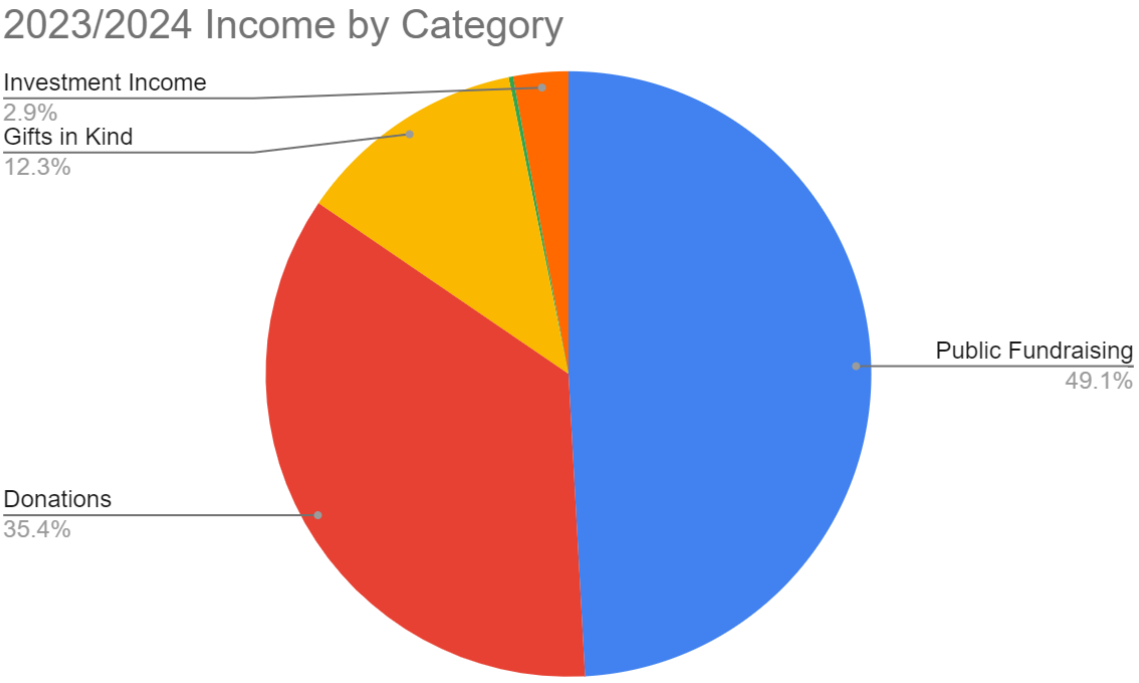
5.1 Income

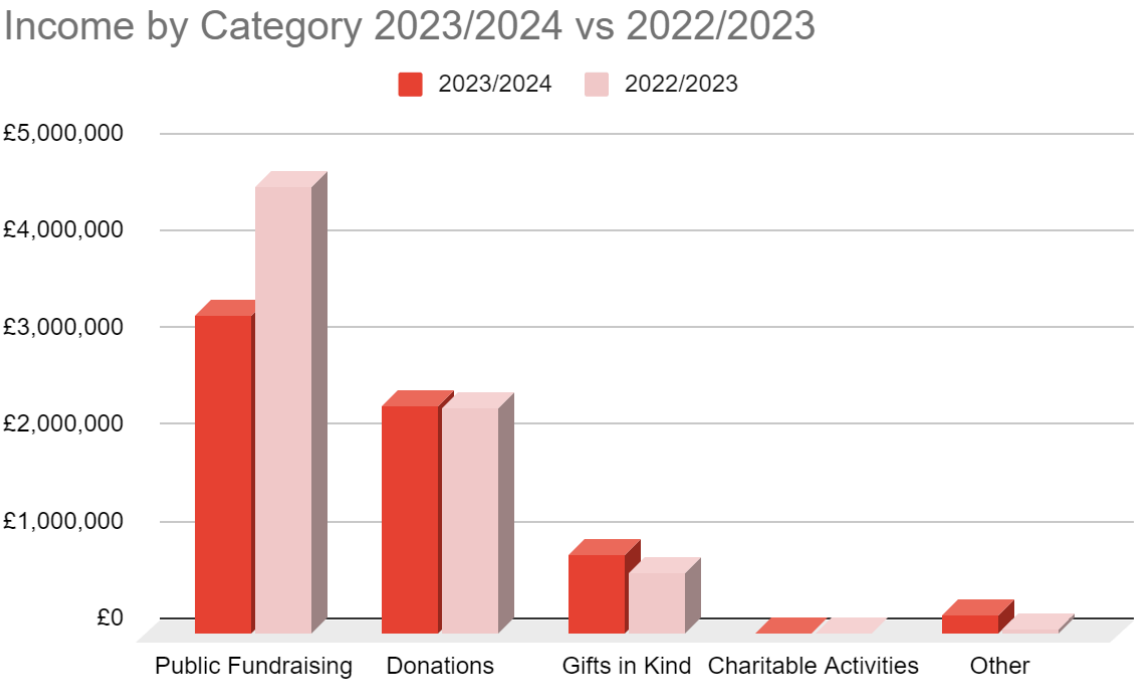
Income for the year was £6,665,000 (2023: £7,615,000), a decrease of £950,000 (12%) on the previous year. This was achieved as follows:

- Public fundraising £3,275,000 (2023: £4,607,000), a decrease of 29%. The decrease was predominantly driven by an unrepeatable and unexpected £1m gift-in-will in 2023. There was also a spike in performance within community fundraising in 2023 which reduced back to more normal levels in 2024. Individual giving was impacted by the cost-of-living crisis and was down year on year, however Challenge events increased year on year.
- Gifts in kind £820,000 (2023: £621,000), up 32% driven by some free media work provided by a number of suppliers.
- Investment income £196,000 (2023: £50,000) up 292% following good utilisation of interest rate facilities on our cash.
- There were also some minor movements in Donations £2,358,000 (2023: £2,331,000) and charitable activities £15,000 (2023: £7,000).

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

Donations consist of income from trusts, foundations and statutory funders £546,000 (2023: £742,000), a decrease of 26%; corporate income £1,812,000 (2023: £1,589,000), an increase of 14%. Corporate income consists of donations from companies and includes donations from employee events and matched funding of donations raised by employees. Income is categorised in the following charts


2023/2024 Income by Category
Investment Income
2.9%
Gifts in Kind
12.3%
Public Fundraising
49.1%
Donations
35.4%


Income by Category 2023/2024 vs 2022/2023
2023/2024
2022/2023
£5,000,000
£4,000,000
£3,000,000
£2,000,000
£1,000,000
£0
Public Fundraising
Donations
Gifts in Kind
Charitable Activities
Other

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

Income from charitable activities includes event registration fees of £14,000 (2023: £7,000), and trading income of £1,000 (2023: £nil). Commissioning income is funding from government agencies which support services provided by CALM. Event registration fees relate to fees paid by supporters for their fundraising event place.

The Trustees have restricted deferred income from grant funding of £46,000 (2023: £95,000) until 2023/24 as the expenditure to which the grants relate will not be committed and incurred until the following year.

5.2 Expenditure
Expenditure for the year was £8,380,000 (2023: £7,446,000), an increase of £934,000 (13%) on the previous year. This increase arose across the following areas of CALM's activities:

Fundraising
Total fundraising costs were £2,152,000 (2023: £1,739,000), an increase of £413,000 on the previous year. Of these costs £1,363,000 (2023 £1,015,000) were direct costs and £789,000 (2023: £724,000) were an allocation of support costs, which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training. Fundraising costs include the costs of supporting and organising participants in fundraising events on behalf of CALM and also work on developing the supporter database. The salary costs of 23 full-time equivalent members of staff (as at 31-Mar-2024) are allocated directly to this category (2023: 16). Fundraising costs represent 32% (2023: 23%) of income.

Charitable activities
Charitable activities costs were £6,227,000 (2023: £5,707,000), an increase of £520,000 (9%) on the previous year. Expenditure by key activities can be analysed as follows:

Service (Helpline) costs were £3,336,000 (2023: £2,938,000) and increased by £398,000 (14%). The helpline is manned by staff from an external service provider. Expenditure continued on the development of the helpline technology. Of these total costs £2,301,000 (2023: £1,939,000) were direct costs and £1,035,000 (2023: £999,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Service (Education & Awareness) costs were £2,892,000 (2023: £2,755,000), an increase of £137,000 on the previous year. The costs in this category involve the provision of support to promote awareness of suicide through campaigns and specific public events. The salary costs of 15 full-time equivalent staff are allocated directly to this cost category (2023: 15). Of these total costs £2,119,000 (2023: £1,940,000) were direct costs and £773,000 (2023: £815,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Expenditure on the Support After Suicide Partnership was £nil (2023: £15,000).

Support costs
Support costs, which are included within the aforementioned Fundraising and Charitable activities costs, are the office, administration, management and governance costs incurred by CALM. In 2023/2024 they were £2,597,000 (2023: £2,537,000), an increase of £60,000 (2%) on the previous year. CALM employed 61 full-time equivalent staff (as at 31-Mar-2024) within this category (2023: 23), including the Chief Executive, during 2023/2024.

Office costs are the general overheads of the charity and are principally made up of office rent £203,000 (2023: £193,000) and utility /communications /IT /insurance costs of £169,000 (2023: £168,000).

5.3 Surplus and reserves
There was a fund deficit for the year of £1,714,000 (2023: surplus of £169,000), all of which was unrestricted.

Total funds available as at 31 March 2024 were £4,567,000 (2023: £6,281,000), all of which were unrestricted. Included within the unrestricted funds is £200,000 which was transferred to an unrestricted designated fund to provide for the continued development of helpline technology.

The funds available balance is consistent with CALM's reserves policy outlined in section 1.3 above. In particular it is sufficient to meet the charity's short-term working capital requirements. The unrestricted reserves balance as at 31 March 2024 represents 7 months (2023: 10 months) of budgeted expenditure for 2024/25.

SECTION 6 - REFERENCE AND ADMINISTRATIVE DETAILS

CHARITY REGISTRATION NUMBER: 1110621 (ENGLAND AND WALES), SCO44347 (SCOTLAND)

COMPANY NUMBER: 05378928 (England and Wales)

TRUSTEES
James Scroggs (Chairman)
Philip Thomas (Treasurer)
David Bateson
Marcus Chapman
Catherine Chevallier
Matthew Finch
Emma France
Will Grundy
Aimee Luther
Philip Portal
Adam Powers (Resigned 15/04/2024)
Alexander Scott
Andrew Wardlaw

CHIEF EXECUTIVE OFFICER
Simon Gunning

REGISTERED OFFICE
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CALM OFFICE ADDRESS
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Chartered Accountants & Registered Auditors
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78 Cannon Street
London
EC4N 6AF

BANKS

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

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

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

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

SECTION 7 - AUDITORS

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

SECTION 8 - STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statements on the going concern basis, unless it is inappropriate to assume that the company will continue in business

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

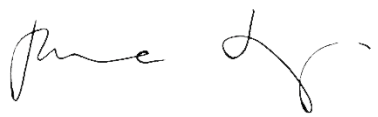
SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS

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

SECTION 10 - COMPANIES ACT 2006

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

This report was approved by the board on 11th December 2024.



_____

J Scroggs – Director, Chair of Trustees

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF



Opinion

We have audited the financial statements of Campaign Against Living Miserably (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further

described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If

we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 25, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and

- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

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

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

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Charities Act 2011, Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Carolyn Dutton (Senior Statutory Auditor) Royce Peeling Green Limited

11th December 2024
Chartered Accountants
Statutory Auditor

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

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

STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2024

	Unrestricted Funds	Restricted Funds	Total Fund	Prior Year Funds	Note
Income From:	**£**	**£**	**£**	**£**	
Donations and legacies	5,239,101	1,214,728	6,453,829	7,558,918	3
Charitable activities	14,830	-	14,830	6,739	
Government grants	-	-	-	-	
Investments	196,085	-	196,085	49,582	
Total Incoming Resources	**5,450,016**	**1,214,728**	**6,664,744**	**7,615,239**	
Expenditure on:					
Raising funds	2,152,155	-	2,152,155	1,738,814	4
Charitable activities	5,012,731	1,214,728	6,227,459	5,707,409	5
Total Expenditure	**7,164,886**	**1,214,728**	**8,379,614**	**7,446,223**	
Net income / (expenditure)	(1,714,870)		(1,714,870)	**169,016**	
Transfer between funds	-	-	-	-	
Net movement in funds	**(1,714,870)**	**-**	**(1,714,870)**	**169,016**	
Reconciliation of funds:					
Total funds brought forward	6,280,735	-	6,280,735	6,111,719	
Total funds carried forward	**4,565,865**	**-**	**4,565,865**	**6,280,735**	

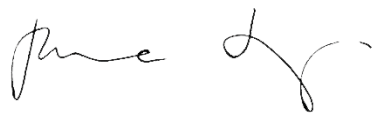
The Statement of Financial Activities has been prepared on the basis that all operations are continuing operations. There are no recognised gains and losses other than those passing through the Statement of financial activities. The notes on pages 36 to 46 form part of these accounts.

BALANCE SHEET

YEAR ENDED 31 MARCH 2024

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Year Funds	Note
Fixed assets:	**£**	**£**	**£**	**£**	
Tangible assets	58,535	-	58,535	75,387	8
Total fixed assets:	**58,535**	**-**	**58,535**	**75,387**	
Current assets:					
Debtors	970,974	-	970,974	473,481	9
Investments	778,256	-	-	-	10
Cash and cash equivalents	3,689,293	-	4,467,549	6,347,403	
Total Current Assets	**5,438,523**	**-**	**5,438,523**	**6,820,884**	
Liabilities:					
Creditors falling due within one year	(931,192)	-	(931,192)	(615,536)	11
Net current assets	**4,507,331**	**-**	**4,507,331**	**6,205,348**	
Total assets less current liabilities	**4,565,866**	**-**	**4,565,866**	**6,280,735**	
The funds of the charity:					
Restricted Income Funds	-	-	-	-	13
Unrestricted Funds:					
Designated fund	200,000	-	200,000	200,000	
General unrestricted funds	4,365,866	-	4,365,866	6,080,735	
Total unrestricted funds	4,565,866	-	4,565,866	6,280,735	12
Total charity funds	**4,565,866**	**-**	**4,565,866**	**6,280,735**	

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 11th December 2024 and signed on their behalf by:



James Scroggs
Director, Chair of Trustees

STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2024

	Total funds		Note
	2023/24	2022/23	
	£	£	
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	(2,051,761)	87,282	A
Cash flows from investing activities:			
Interest Received	196,085	49,582	
Payments to acquire tangible fixed assets	(24,179)	(45,981)	
Net cash provided by/ (used in) investing activities	171,906	3,601	
Change in cash and cash equivalents in the reporting period	**(1,879,854)**	**90,883**	
Cash and cash equivalents at the beginning of the reporting period	6,347,403	6,256,520	
Cash and cash equivalents at the end of the reporting period	**4,467,549**	**6,347,403**	B

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

	Total funds	
	2023/24	2022/23
	£	£
Net movement in funds for the year (as per the Statement of financial activities):	(1,714,870)	169,016
Adjustment for:		
Interest Received	(196,085)	(49,582)
Loss on disposal of tangible fixed assets	0	846
Depreciation	41,031	45,133
(Increase) in debtors	(497,493)	(18,956)
Increase in creditors	315,656	(59,175)
Net cash provided by operating activities	**(2,051,761)**	**87,282**

NOTE B: ANALYSIS OF CASH AND CASH EQUIVALENTS

	Total funds	
	2023/24	**2022/23**
Cash at Bank	4,467,549	6,347,403

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

Basis of preparation

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

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

The financial statements have been prepared on a going concern basis.

The 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 24. 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. Registered Address: 5 Wootton Street, London, SE1 8TG

Fund accounting

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

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

Incoming resources

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

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

1. the charity has unconditional entitlement to the resources; and

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

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

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

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met . Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

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

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

Investment income is included in the accounts when receivable.

Expenditure and liabilities

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources, it is probable that settlement will be required and the amount of the obligation can be measured or estimated reliably.
Fundraising costs are those incurred in raising income for the charity through events and promotions, and seeking grant funding.

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

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

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

Leases

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

Pension Scheme

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

Depreciation

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

Short leasehold property
- Over the term of the lease

Computer equipment & furniture
- 33% straight line

Recognition of Liabilities

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

Recognition of Basic Financial Assets

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

2. CRITICAL ACCOUNTING ESTIMATES

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

3. DONATIONS AND LEGACIES

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Donations	1,963,984	394,513	2,358,497	2,330,850
Public Fundraising	3,275,117		3,275,117	4,607,218
Gifts in kind		820,215	820,215	620,850
Total	**5,239,101**	**1,214,728**	**6,453,829**	**7,558,918**

Restricted donations consist of grant income of £394,513 (2023: £692,125).
Legacies of £17,500 were received in 2024 (2023: £1,050,000)

Although required to disclose the aggregate donated by trustees, the charity recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions.

Total trustee donations of £50 (2023: £250) have been received in the year

4. RAISING FUNDS

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2024	Total 2023
	£	£	£	£
Fundraising Activities	1,362,696	789,459	2,152,155	1,738,814

5. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2024	Total 2023
Services: Helpline	2,300,845	1,034,963	3,335,808	2,937,797
Services: Awareness & Education	2,118,934	772,717	2,891,651	2,754,612
Support after Suicide Partnership	-	-	-	15,000
Total	**4,419,778**	**1,807,680**	**6,227,459**	**5,707,409**

6. SUPPORT COSTS

Activity or programme	Office Costs	Management	Governance	Total 2024	Total 2023
Raising funds	306,732	480,261	2,466	789,459	724,036
Services: Helpline	402,118	629,612	3,233	1,034,963	998,440
Services: Awareness & Education	300,227	470,077	2,413	772,717	814,414
Total	**1,009,077**	**1,579,950**	**8,112**	**2,597,139**	**2,536,890**

Activity or programme	Office Costs	Management	Governance	Total 2023	Total 2022
Raising funds	256,637	465,638	1,761	724,036	514,330
Services: Helpline	353,900	642,111	2,429	998,440	774,178
Services: Awareness & Education	288,670	523,758	1,986	814,414	519,402
Total	**899,207**	**1,631,507**	**6,176**	**2,536,890**	**1,807,910**

Governance costs relate to the annual audit fee, legal fees and reimbursed trustee travel and meeting expenses. £8,112 was paid in the year to the auditors in respect of audit services (2023: £6,176).

7.STAFF COSTS

Staff costs during the year were:	**Total 2024**	**Total 2023**
	£	**£**
Staff Salaries	3,051,435	2,884,568
Social security costs	332,859	329,755
Employers pension contributions	162,353	151,839
Total Costs	**3,546,647**	**3,366,162**

	Total 2024	**Total 2023**
The average monthly number of employees employed by the charity during the year	57	57
Number of volunteers	122	172
Total volunteer hours provided	793	1,025

Higher paid employees:

	Total 2024	**Total 2023**
The number of employees whose remuneration fell within the following bands were:	**£**	**£**
£60,000 - £69,999	3	7
£70,000 - £79,999	3	3
£80,000 - £89,999	4	1
£100,000 - £109,999	1	
£110,000 - £119,999		1*
£120,000 - £129,999		1*
£130,000 - £139,999	1	
£150,000 - £159,999	1	
£160,000 - £179,999	1	1

*Note: the YoY movement for these employees was due to redundancy payments

8. TANGIBLE FIXED ASSETS

	Short leasehold properties	Office equipment & furniture	Total
Cost	**£**	**£**	**£**
At 1 April 2023	47,643	121,968	169,611
Additions	-	24,179	24,179
Disposals	-	-	-
At 31 March 2024	**47,643**	**146,147**	**193,790**
Depreciation			
At 1 April 2023	20,787	73,437	94,224
Charge for the year	8,335	32,696	41,031
Eliminated in respect of disposals	-	-	-
At 31 March 2024	**29,122**	**106,133**	**135,255**
Net book Value			
At 31 March 2023	26,856	48,531	75,387
At 31 March 2024	**18,521**	**40,014**	**58,535**

9. DEBTORS

	Total 2024	Total 2023
	£	**£**
Trade Debtors	138,757	85,429
Prepayments and accrued income	733,405	304,458
Other Debtors	98,812	83,594
	970,974	**473,481**

10. INVESTMENTS

	Total 2024	Total 2023
	£	**£**
Listed Investments	778,256	-
	778,256	**-**

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2024	Total 2023
	£	£
Trade creditors	521,990	262,289
Deferred income	46,211	94,525
Income tax and social security	161,899	161,217
Accruals	200,677	97,505
Other creditors	414	-
	931,191	**615,536**

12. UNRESTRICTED FUNDS

General Fund

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	6,080,735	5,450,016	(7,164,886)	-	4,365,865
	6,080,735	**5,450,016**	**(7,164,886)**	**-**	**4,365,865**

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
	£	£	£	£	£
General Fund	5,911,719	6,302,264	(6,133,248)	-	6,080,735
	5,911,719	**6,302,264**	**(6,133,248)**	**-**	**6,080,735**

Designated Fund

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

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	**-**	**200,000**

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	**-**	**200,000**

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

13. RESTRICTED FUNDS

Fund Name	Balance at 1 April 2023	Income	Expenditure	Balance at 31 March 2024
	£	£	£	£
Helpline and webchat service provision	-	306,200	(306,200)	-
Helpline technology development	-	48,313	(48,313)	-
CALM Communities	-	40,000	(40,000)	-
	-	**394,513**	**(394,513)**	**-**
Gifts in Kind				
PR support and campaigning	-	820,215	(820,215)	-
	-	**820,215**	**(820,215)**	**-**

Fund Name	Balance at 1 April 2022	Income	Expenditure	Balance at 31 March 2023
	£	£	£	£
Helpline and webchat service provision	-	625,625	(625,625)	-
Helpline technology development	-	46,500	(46,500)	-
CALM Communities	-	20,000	(20,000)	-
	-	**692,125**	**(692,125)**	**-**
Gifts in Kind				
PR support and campaigning	-	620,850	(620,850)	-
	-	**620,850**	**(620,850)**	**-**

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

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

CALM communities bring people together through shared passions such as sport, art and more, to educate and empower people to look after their mental health and support each other, through communication and connection.

14. RELATED PARTY TRANSACTIONS

In 2024 there were:

Marketing costs of £6,460 (2023: £209,173) for campaign ideation, design and production from adam&eveDDB, of which Will Grundy (Trustee) is a senior planner.

15. PROVISIONS AND FINANCIAL COMMITMENTS

Operational Leases	**Total 2024**	**Total 2023**
	£	**£**
Total non-cancellable commitments under operating leases expiring:		
In less than one year	202,238	202,238
Between two to five years	430	202,954
	202,668	**405,192**

THANK YOU

CAMPAIGN AGAINST LIVING MISERABLY

England & Wales - Charity number 1110621

Accounts

TOGETHER

UNITED AGAINST SUICIDE

CAMPAIGN AGAINST LIVING MISERABLY

ANNUAL REPORT 2022/23

Company Number: 05378928 (England and Wales)
Charity Number: 1110621 (England and Wales) Charity Number: Sco44347 (Scotland)

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INTRODUCTION
FROM THE CHAIR OF THE TRUSTEES

From first light, the riverside promenade on London's Southbank was sun dappled and warm.

Small groups of people made their way around fifty images of smiling faces – men, women, teenagers, all beaming, goofing, eyeing the camera, apparently without a care in the world. The reality is devastatingly different.

The gallery formed part of The Last Photo, one of CALM's most impactful campaigns. The photos, the last photos of loved ones tragically lost to suicide. The campaign message, suicide doesn't always look suicidal.

We kicked off the campaign fittingly: a private view with the families of those fathers, sons, mothers, friends, and family lost.

Back at the CALM offices, families and CALM staff came together to chat about the breathless power the campaign held. As I addressed the room, it became apparent how little needed to be said to acknowledge the immense power that bound us together. The loss. The love. The drive to raise awareness of suicide and save lives.

That morning was the most moving moment in any of my 52 years. The single word that stayed with me: 'belonging'.

That sense of belonging has inspired us to think less about grand gestures and more about the small, intimate moments of acknowledgement, support and connection that can save lives. It has defined CALM's year and paved the way for a new chapter focusing on greater community, unity and empathy in the face of perpetual challenges in the world. Challenges we can get through together. Step by step.

First on the agenda: loneliness. Alongside our newest CALM ambassador and England midfielder Declan Rice, we launched a new campaign to smash the stigma around social isolation - letting audiences know 'You don't have to be alone to feel alone.'

The visually stunning campaign video was accompanied by a suite of content to bolster the advice and support on CALM's website and social media. And in a move to recognise society's need for togetherness, the CALM Clubs programme is being relaunched in August with an ambition for significant scale across the year.

And no talk of community is complete without a mention of CALM's ever-dedicated supporters who've continued to shout about suicide prevention and raise vital funds for our services. Without them, we'd simply not exist. This year, alongside our pulse of campaigns, we've pushed the boundaries of what fundraising can look like - with new digital ventures like Jingle Jam and the Sidemen Charity Match.

So hats off to everyone who's supported us this year - from a chat about CALM over a pint to a life-saving donation. From marathon runners and community fundraisers to our corporate and creative partners like BMW, Carling, Penguin, ITV, Adam & Eve DDB, Seven Stones, AMV BBDO, the7stars, Entourage and JCDecaux, everyone has a role to play in taking a stand against suicide.

None less than CALM's dedicated team of staff who work doggedly to continue to improve our support services, increase awareness of suicide and make funding it all a possibility.

10 years ago, it would have seemed impossible for us to reach and help the volumes of people we have in 2022 with the same heart and care at our core. But still, we do. And my deep gratitude goes to the team, who every night provide a lifeline for those feeling alone and give them a reason to Stay. Last year, they answered a call every 59 seconds - with a 14% increase in the number of people reaching out to us.

Because we are not alone.

If we can all share that position of collective strength and connection, often, that really is enough to make someone Stay.

That's how we can continue to save lives. Together, we stand united against suicide.



James Scroggs, Chairman


THE
LAST PHOTO
20th - 26th June


Ciaran, 28
THE
LAST PHOTO
CHURROS

SUICIDE DOESN'T ALWAYS LOOK SUICIDAL: THE LAST PHOTO

Partners: adam&eve/DDB
Delivered in partnership with ITV, JC Decaux, Bauer Media, the7Stars, Hope&Glory

We've been smashing stigmas around suicide since day one, but 2022 saw our most impactful campaign ever.

On June 20th, 50 portraits lined up along London's South Bank in what appeared to be a gallery full of smiles.

Two days later, live on ITV's This Morning, the campaign's key message was revealed. All of the images in the installation were the last photos of loved ones lost to suicide.

The gallery was a visual representation of the campaign's key message: suicide doesn't always look suicidal.

By working closely with families bereaved by suicide, we challenged the nation's perception of what suicide looks like while equipping them with vital suicide prevention tools.

The campaign went live across TV, cinema, OOH, print, digital and social and was shared by CALM's Ambassadors and partners. And the results were incredible.



HERE'S THE HIGHLIGHTS:

1.5 BILLION
EARNED IMPRESSIONS

17 MILLION
OOH AUDIENCE REACHED

759
INDIVIDUAL NEWS FEATURES

HUGE INCREASES
IN BRAND BUZZ, PROMPTED KNOWLEDGE & AWARENESS

3 MILLION+
VIEWS ON YOUTUBE

30 AWARDS
INCLUDING BRITISH ARROWS ADVERTISER OF EXCELLENCE, 4 YELLOW D&AD PENCILS AND CAMPAIGN BIG AWARDS






125 lives are lost every week to suicide.
61% of people would struggle to tell if someone they knew felt suicidal.
Sophie, 21

But numbers are just part of the story. Here's what some of the families we worked with had to say about the campaign:



"The power of the video is so hard to capture in words - I don't think I have been moved as much as that since seeing Project84. It's incredible and I'm so proud to be involved in all of this."

"Being part of the campaign has been an incredible experience. I feel so proud to have done so."





"Oh gosh. I have had SO many messages and inboxes. 3 people saying they know someone who is struggling and thanks to my status about the campaign they feel they may be able to try and help them."


4
UNITED
AGAINST
SUICIDE
CALM
CAMPAIGN
AGAINST
LIVING
MISERABLY

INVISIBLE OPPONENT: DECLAN RICE BECOMES CALM AMBASSADOR

Partners: AMV/Seven Stones

It's not every day you bag an England footballer as an ambassador. So we kicked things off with a game-changing campaign.

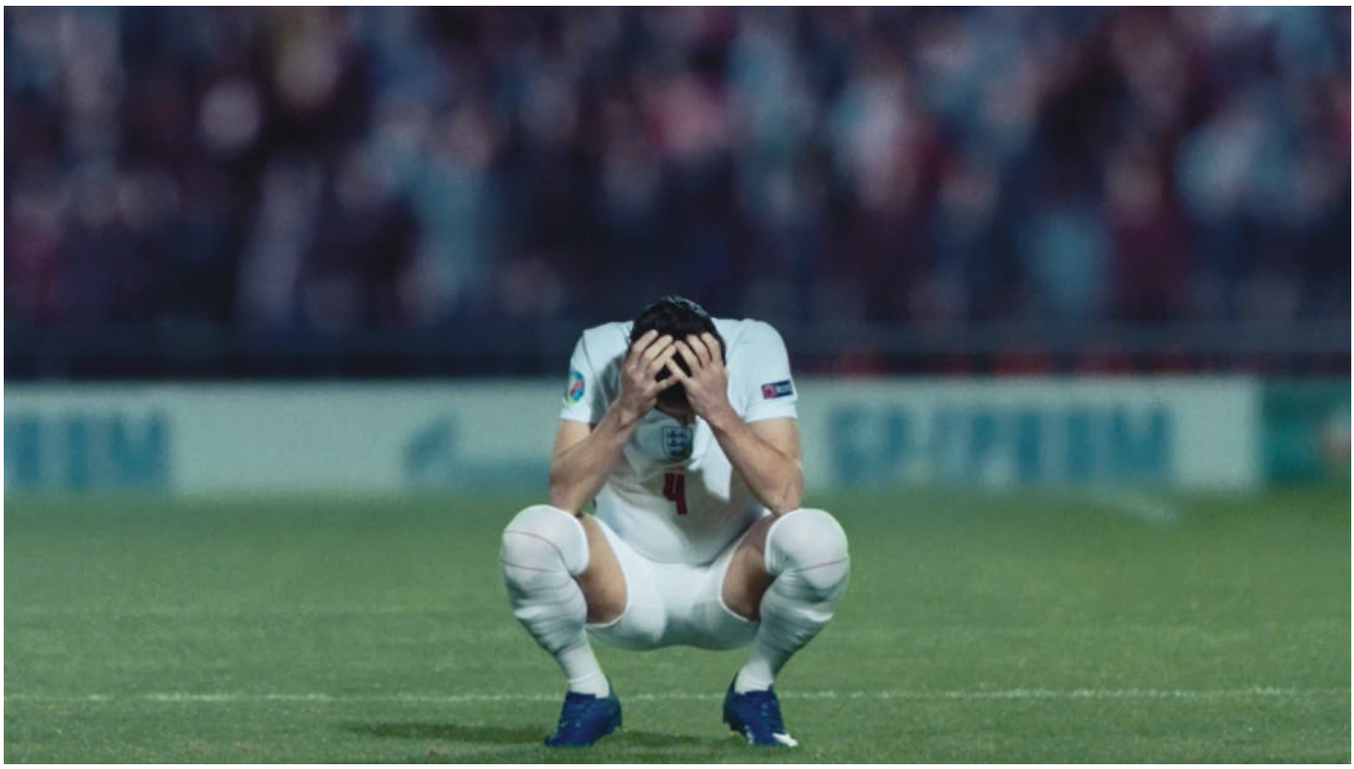
As the buzz around the World Cup intensified, we released the second in our Invisible Opponent series aimed at tackling loneliness.

Launched on Soccer AM and shown across Sky television, the film shows Declan coming up against invisible opponents alone. A full crowd watches on as the midfielder plays against a hidden opposition. As the film ends, a hand reaches out to support Declan, followed by the on-screen message: You don't have to be alone to feel alone.



The powerful film demonstrates the isolation and internal struggle those dealing with loneliness can feel and asks audiences to work together to tackle loneliness - an issue estimated to affect more than three million people in the UK.

We supported the campaign with social, PR and website content, as well as a bespoke landing page with advice and support for anyone struggling.




#TELL
A MATE

YOU'RE LIKE A GLORIOUS... ELK

At CALM, we know a few small words can make a big difference. So, we asked our audience to share a few with their mates on World Mental Health Day.

Our Tell A Mate campaign encouraged people to tell their mates some of the good stuff that often goes unsaid. And our hero video even included a few of our very own CALM staff.

The campaign ran across outdoor advertising, social media and our website, and the results were something to shout about:

557
MENTIONS

17M
IMPRESSIONS

7.7%
ENGAGEMENT RATE ACROSS PAID AND ORGANIC SOCIAL

27.6%
ENGAGEMENT RATE ON INSTAGRAM FILM

VALENTINE'S DAY

Following its impressive impact, we relaunched the campaign for Valentine's Day. Using the same insight, we developed Valentine's cards for our audience to share online and across social media.

The activation drove a 4.82% engagement rate on Instagram and was our highest engagement driver for February.





WORLD SUICIDE PREVENTION DAY: STAY.

Partners: JCDecaux, Global

Our services are life saving. So, for World Suicide Prevention Day 2022, we wanted more people to understand how a call to the CALM helpline can change someone's life.

Enter Ash - a CALM fundraiser who used the CALM helpline when he was at his lowest. Building on our Stay message, we worked with Ash to tell his story and show our audiences that things can change.

The video took the format of a 'Letter To Myself' with Ash reading a message with support, advice and the knowledge that things get better. We also encouraged audiences to donate to support the CALM helpline by highlighting that someone contacts us every 59 seconds.

Due to the death of the Queen, we delayed the campaign launch date and went live on September 26 2022, across social media, outdoor advertising, and radio.


18 PEOPLE DIE BY SUICIDE EVERY DAY IN THE UK.
STAND WITH US AND HELP THEM...
STAY.
CAMPAIGN AGAINST LIVING MISERABLY
OCEAN


I'M WALKING FOR
MY SON
MARTIN.
400
53
KODAK PORTRA 400


SUICIDE
WALK
CALM
LOST
HOURS
WALK
LOST
CAMPAIGN
AGAINST
LIVING
MISERABLY


UNITED
SUICIDE
CALM
LOST
HOURS
WALK
LOST

LOST HOURS WALK 2022

Partners: 855 walkers across the UK

Following a year full of strong campaigns, autumn 2022 saw our fourth Lost Hours Walk. 855 supporters organised events across the country to walk against suicide and remember sons, daughters, brothers, sisters, mothers, fathers, partners, loved ones and friends.

Together, we raised £251,579 to help our services continue to be there for anyone struggling. That's the equivalent of more than 34,000 calls.

But as well as being a vital fundraiser for CALM's services, the Lost Hours Walk provides an opportunity to share our stories and open up conversations around survival and life after bereavement by suicide.

We shared stories across our website, social media and newsletter, as well as in the press across the UK. We also launched our Why You're Walking message wall, which gave everyone the opportunity to share their reasons for taking on a Lost Hours Walk. Here's some of them:

"Things have turned around completely, but if I look at where I was 18 months ago, I couldn't have imagined I'd be here now. Walking that same route was peaceful, knowing things are so much better now."

Ash

"I just think, £8 is enough for one call. Even if we could just save one person, the walk will be worth it. If Alex could have rung CALM when he was struggling, he could have got the help he needed."

Tracey

"The Lost Hours Walk gives our family the opportunity to get out of the house, because if you have something to aim for it's easier to step outside. It's the perfect challenge to do in Sean's name, because he always wanted to help people when they were struggling by providing a safe space."

Lily

"It was important to us to raise awareness for the support that's out there and to show that it's normal to find things hard when you're at such a vulnerable age. That's why we wanted to make people aware of CALM's helpline and webchat."

Rebecca

















THE TIMES
THE SUNDAY TIMES
Christmas appeal

Partners: The Times & The Sunday Times team, The Julia and Hans Rausing Trust, MoneySuperMarket Group, Anonymous Donor

December 2022 saw our first-ever media appeal. The 10-week appeal with The Times and Sunday Times put CALM in the spotlight and featured our supporters, ambassadors and helpline staff.

The stories were shared online, in print, on the radio and across social media, raising awareness of suicide and our life-saving work.

The appeal raised £616,459 - including matched funding from The Julia and Hans Rausing Trust and an anonymous donor.

GAME ON

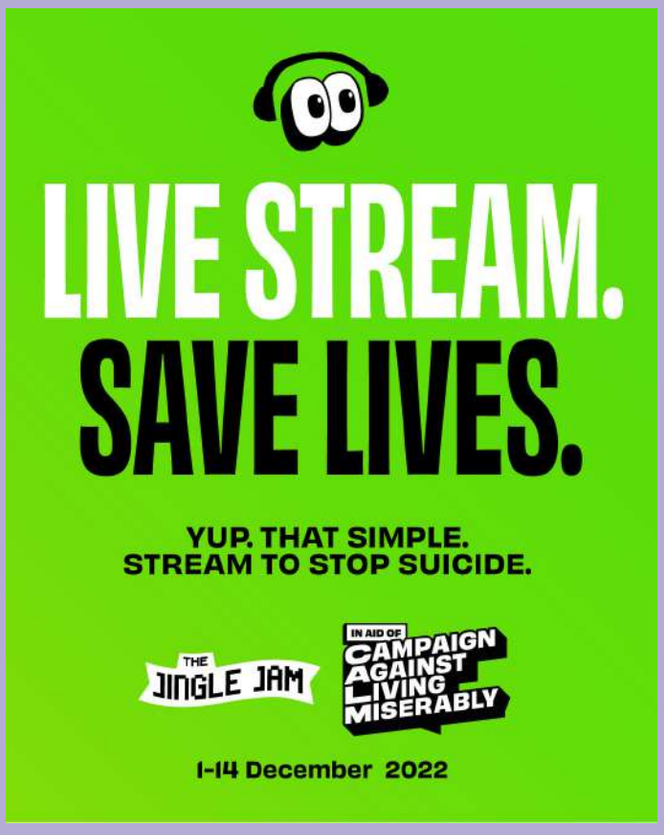
JINGLE JAM PARTNERS WITH CALM

Gaming. It's all about share-size bags of Doritos and gaming alone in the middle of the night. Right? Wrong. It's a multi-million pound industry that's at the forefront of building online communities. And in 2022, CALM entered the arena as one of twelve partners in the world's biggest charity gaming event: Jingle Jam.

Over two weeks, CALM was included in hundreds of online streams - from the 1st to the 14th of December. Jingle Jam was watched by more than one million people, racked up over 10 million views, and raised an incredible £3.4 million - of which £260k went towards our life-saving services.

But that's not all, 25 community streamers went live for CALM during Jingle Jam, including mates Sam, James, and Sophie who raised over £11k.

Alongside all the amazing online activity, we created new content and built our streaming offering. This included commissioning research into stereotypes around gaming, video content challenging the stigma, and a video case study from streamer and CALM service user Sam.







CALM TEAMS UP WITH YOUTUBERS SIDEMEN

Continuing our presence in the streaming and gaming space, 2022 saw YouTube collective Sidemen sell out Charlton Athletic's football stadium with a charity football match like no other.

It was proper game-changing stuff and was watched by over 2.6 million people - a YouTube record. Even more incredible? The match raised an astounding £429,751 for CALM's life-saving work.

While Speed might want to forget that offside celebration, we'll never forget the top notch impact of the match.

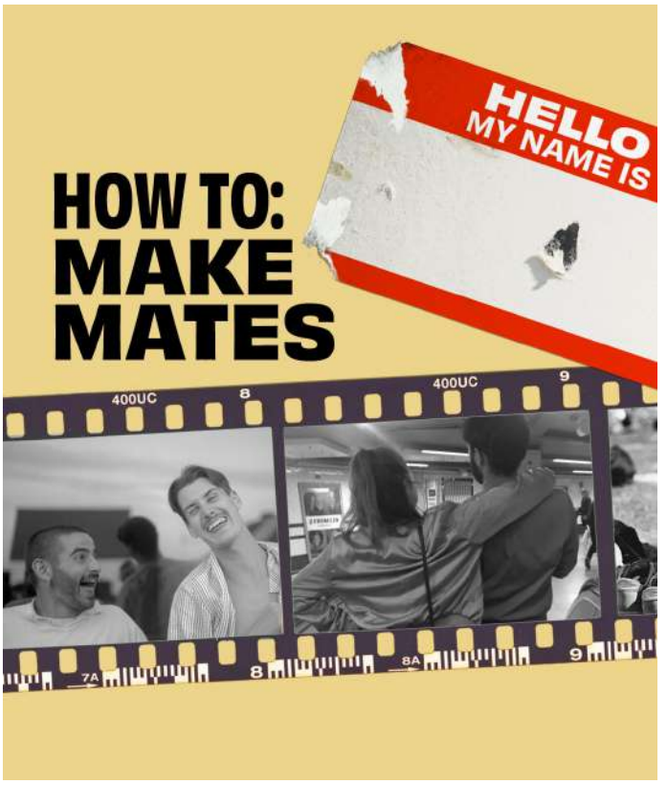
LEVELLING UP CALM CONTENT FOR THE FUTURE

Content has always been a HUGE part of CALM, all the way back to those printed CALMzine days. Articles, videos, podcasts - it's all part of what we do. But in 2022/23, CALM introduced a new content strategy to help create, manage and evaluate all the great stuff we get up to.

And alongside the new content strategy, we began testing new formats and ideas to help us get our message across and support more people - including a fresh look at an advice column, a crowdsourced tips and tricks feature and some top notch new ways to celebrate our supporters.











TOGETHER

WE CAN MAKE SURE NO ONE BELIEVES SUICIDE IS THEIR ONLY OPTION

OUR LIFE-SAVING PARTNERSHIPS

CORPORATES

MONEYSUPERMARKET GROUP

Who gives a toss? MoneySuperMarket Group, that's who. They kicked off their two year partnership with CALM in style - flipping pancakes on Pancake Day in return for life-saving donations.





BMW GROUP UK

BMW has a pretty impressive ambition to reach every apprentice in their business through suicide prevention workshops and fundraising activities. And boy, did they deliver. Puppy days, quiz nights, tombolas and a whopping £40,000 donation - BMW helped drive CALM's services forward and raise awareness.

And that's not all. Like all good mates, they introduced us to their friends over at the prestigious golfing tournament PGA at Wentworth. We went along to the whole thing and raised £80,000. Mega.

LNER

LNER celebrated a massive 4 years of partnership with us in 2022. So far, the folks over at London North Eastern Railway have racked up a seriously incredible £400,000 to support CALM. Their innovation around raising money knows no bounds and includes Delay Repay, the Lost Hours Walk, nameplate auctions and loads more.





ONE SAVINGS BANK

All good things come to an end, and OSB Group said goodbye in style with a huge £40,000 end-of-partnership donation. Truly legendary stuff - and the equivalent of 5000 calls to the CALM helpline.

CARLING

Football is massive. And its potential to reach audiences who need our services? Even massive-er. That's why we're working with Carling to get life-saving awareness and knowledge into the hands of football fans. In 2022/23, our #MoreThanAGame platform continued to provide support and advice, and we launched new films with Marvin Sordell and Darren Bent sharing life-saving tips and stories.

We also released the Playbook - a vital resource to help enhance grassroots support across the UK.



BRANDS & COMMUNITIES

GYMSHARK

Exercise and getting to the gym can do wonders for your head, so a partnership with Gymshark made total sense. We launched with a pop-up barbershop event in London and followed with Mental Health First Aid training for personal trainers from the gyms.



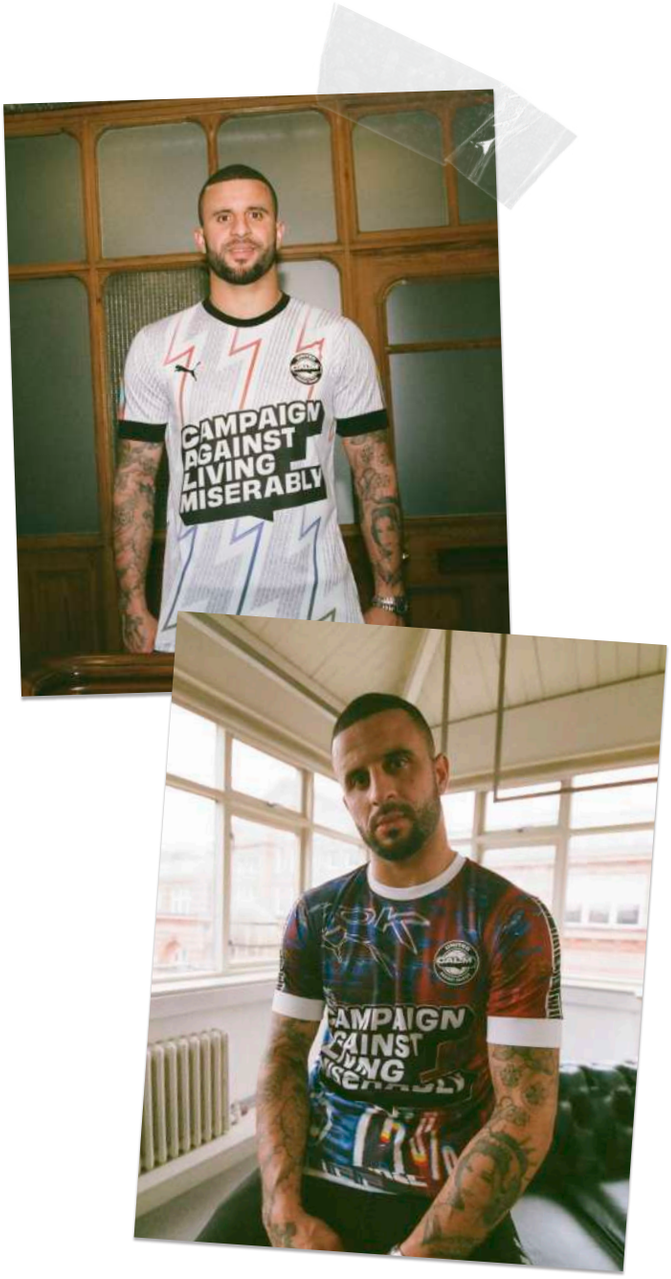


H&M

We partnered with H&M and The Book of Man to get men to take the first step when it comes to talking about their mental health.

Alongside a content series exploring getting outside and opening up, H&M created the Explore Your Nature product range - with 10% of sales heading towards our life-saving services.





PUMA x EA

Kyle Walker. One of the best right-backs in the world. Man City legend. A regular for the England team. And designer of a playable FIFA 22 kit for CALM.

To mark Mental Health Awareness Week, Kyle Walker released a limited-edition home and away kit in partnership with CALM.

Football has a massive role to play in how we deal with mental health and suicide. And whether you're playing a game of FIFA with your mates or supporting your team, football is all about being part of something. It's a reason to get together, do what you love and feel better for it.

The collaboration between PUMA, FIFA and CALM saw limited edition shirts sold online while virtually the kit was worn in 25 million matches.

"Hopefully, it can be a reminder that no matter what you're going through, there is always hope and always someone for you to lean on."

Kyle Walker

ORIGINAL PENGUIN

Continuing on from last year's success, Original Penguin and CALM launched the third series of the #UnderTheSurface podcast - a show that's all about challenging the stigma around mental wellbeing.

Hosts Marvin Sordell and Adam 'Smithy' Smith chatted to some incredible names from across sport and entertainment, including James Haskell, Michail Antonio and Romesh Ranganathan.





RIDE TOGETHER WITH MOUNTAIN BIKE UK

Mountain Bike UK collaborated with us to create Ride Together. Three rides took place in Scotland, Wales and England, giving people a chance to ride with a new community and access CALM's resources and support.

LICK

From paint-it-yourself wallpaper to relaxing colour palettes, home decor dons, Lick, unleashed their creativity for a top notch collaboration across 22/23. They supported the launch with tips and advice to help their audience manage their mental wellbeing.







THE AMATEUR FOOTBALL ALLIANCE SIGNS UP TO SUPPORT GRASSROOTS FOOTBALL

The Amateur Football Alliance is all about making football fun for all, regardless of age, gender, ability, race, culture or background. They became the latest local FA to work with us to support football at grassroots level.







21SOHO IS OUR FIRST CALM COMMUNITY VENUE

Comedy and CALM just make sense. And in February, we kicked off a series of monthly comedy nights in partnership with 21Soho. Tom Davies was first on the billing to get audiences having a laugh against living miserably.





FRAHM DON'T KEEP IT BUTTONED UP

Frahm are well known for their fits. We teamed up with them to get their audience opening up about what goes on between their ears. Enter the Don't Keep It Buttoned Up campaign, brought to life with a limited edition button sewn into their jackets.



JACAMO LAUNCH SMALL CHANGES SERIES

Sometimes small changes can make a big difference when it comes to looking after your mental health. We partnered with Jacamo to explore just that. Dr Alex, Michail Antonio and Smithy joined the conversation and helped more people find ways to get through tough times.

Jacamo also collaborated with us on a limited edition tee and social media campaign to raise vital awareness and support our work.

WE STAND UNITED WITH THE 135 PEOPLE AFFECTED BY EVERY SUICIDE



SK SHLOMO

Record-breaking beatboxer SK Shlomo donned a CALM ambassador badge to help break the stigma around getting help when you're feeling shit.

Their play, Breathe, was inspired by their experience of suicidal thoughts, and as well as shouting about CALM's services, they give a percentage of their tour profits to CALM. Massive.



HARRY CORIN

Mental health public speaker and CALM contributor Harry Corin joined as a CALM Ambassador with a difference. After losing his dad to suicide, Harry has been involved in loads of CALM campaigns to help raise awareness and tackle stigma. He joins as our first mental health training advocate.

AMBASSADORS





NEW ORDER

Iconic 80s legends New Order joined CALM's ranks as our first-ever ambassador group. They joined forces with us to mark the 42nd anniversary of bandmate Ian Curtis' death and kicked things off by discussing suicide prevention in parliament. But that's not all, as well as persuading the government to make suicide prevention a priority, the band raised more than £10,000 by releasing a limited edition Blue Monday shirt.



PAUL BULLION

The Witcher's Lambert, Peaky Blinders' Billy, and CALM fundraising legend - all roles actor Paul Bullion has under his belt. In 2022, he tackled marathons, half marathons and triathlons to raise money and awareness for CALM - and has big aims for 2023.



LEWIS BRINDLEY

Iconic streamer and Yogscast co-founder Lewis Brindley added CALM Ambassador to his list of achievements in 2022. Lewis featured in CALM's stereotype-smashing streaming film for Jingle Jam. And after a top notch performance, signed up to continue helping more young people get the help they need.



DECLAN RICE

England midfielder Declan Rice added more sporting royalty to our team of ambassadors. To launch our partnership, Declan starred in our second Invisible Opponent film to highlight loneliness and encourage audiences to #TackleItTogether.



"I'm here to really use my voice. No one deserves to go through mental health struggles alone. No one should have to put on a front and look happy but not feel that way inside. People deserve to be happy within themselves and talk to get the help they need."

SUPPORTERS



GEOWIZARD

YouTuber GeoWizard raised £55k by dribbling a football across the UK.



MICHAEL COPELAND

As if climbing Snowdon wasn't enough, Michael raised £7,715 carrying a fridge up the Welsh mountain.



VERONIKA OLIVER

Can you name 31 superheroes? Veronika can, she dressed up as a different superhero for every day of December as part of our partnership with Ceroc Dance group. She raised £1,800 in memory of her mate.



ST MARY'S RUGBY LEAGUE

It was all row, row, row at St Mary's Rugby League. They completed their annual 24-hour row in memory of team members lost to suicide. They raised £1,232 to help our life-saving work.



CALM GOLFERS

Jim, Martin, Barney and Henry put themselves through what they termed 'golfing hell' to raise cash and awareness for CALM. They played 72 holes of golf in one day at four different golf courses.



THE KING'S SCHOOL, CANTERBURY

Years 9 and 10 from The King's School, Canterbury, raised £7,965 by challenging themselves to a sponsored walk for CALM.



COLIN MCMORRAN

A year ago, when it came to walking, Colin wasn't interested - unless it involved the local pub. But after taking on a Lost Hours Walk in 2021, walking became a massive part of his life.

In January 2023, he set off on his biggest challenge yet - Land's End to John O'Groats - a whopping 874 miles. And to top it off, he raised a massive £2,505.



BUMBLEBEE EXPRESS

What's purple, green and covers hundreds of virtual miles using zero petrol? Yup, you got it. Bumblebee Express' online ride that's been repping CALM's services. Bumblebee Express raised £230 by hosting a trucking stream complete with a CALM-branded truck.



MEET THE MOVEMENT AGAINST SUICIDE: STROKES 4 BLOKES TAKE ON THE ATLANTIC

3,000 miles across the Atlantic Ocean, over 1.5 million oar strokes and four grown men squashed in a rowing boat - we caught up with Strokes 4 Blokes to find out why they tackled the Talisker Whiskey Atlantic Challenge in support of CALM.



More people climb Mount Everest than row the ocean, so you probably have a few questions about what the Talisker Whiskey Atlantic Challenge event entails. So did we. From how the team stays safe at sea, to what they eat while in a boat for over 30 days, we got the lowdown on this oar inspiring bunch.

This adventurous lot are no strangers to a challenge, but rowing the Atlantic is no mean feat. The close-knit team of mates is made up of Dan, Jack, Mike and Jean-Claude - the brave guy who suggested they take on the task.

We chatted with team members Dan, self-professed "steady head on an unsteady boat" and Mike, who's rowing in memory of his mate who he lost to suicide. Dan says:

"We're in our late thirties, early forties and I know from the stats it's a time in life when people often struggle. Over the last five years or so, the conversation



about wellness within our peer group has been much more present, so we wanted to raise awareness and some money for CALM at the same time."

With up to 30 teams from around the world competing to break the record for the fastest crossing, the race began in San Sebastian, La Gomera and ended in Antigua and Barbuda. The annual race begins early December, meaning teams were away from their families over Christmas.

Strokes 4 Blokes swapped turkey dinners with their loved ones for the world's toughest rowing race - enduring seasickness and waves of up to 20ft. We can't thank them enough!

WE'RE HERE TO TELL ANYONE WHO CAN'T SEE A WAY OUT:



HUGE THANKS TO...

- ADAM&EVE DDB
- AKO CAPITAL
- AMV BBDO
- BALLY'S FOUNDATION
- BAUER MEDIA
- BMW GROUP UK
- CARLING
- CLEAR CHANNEL
- DAVE
- DR. MARTENS FOUNDATION
- EA
- ENTOURAGE
- FAIRY WATER TRUST
- GREAT GUNS
- GYMSHARK
- H&M
- HIGHWAY ONE TRUST
- HOPE AND GLORY
- ITV / THIS MORNING
- J MURPHY & SONS
- JACAMO
- JCDECAUX
- JOSEPH ETTEDGUI CHARITABLE FOUNDATION
- JULIA AND HANS RAUSING
- LICK
- LNER
- MONEYSUPERMARKET GROUP
- NORTHWICK TRUST
- ONE SAVINGS BANK
- ORIGINAL PENGUIN
- PHMG
- PIEMINISTER
- PRETTY BIRD
- PUMA
- Q CHARITABLE TRUST
- REVOLUTION BAR GROUP
- RICHER SOUNDS
- RITA AND DAVID SLOWE CHARITABLE TRUST
- ROGUES
- ROYAL ENFIELD
- RUSSELL & BROMLEY
- SEA MEADOW TRUST
- SEAT
- SEOUL BIRD
- SEVEN STONES
- SKY SPORTS
- SPOTIFY
- THE AMATEURS TRUST
- THE BATCHWORTH TRUST
- THE HERSHEY COMPANY
- THE INGRAM TRUST
- THE LIGHT FUND
- THE PORTA PIA 2012 FOUNDATION
- THE ROGER RAYMOND CHARITABLE TRUST
- THE7STARS
- TIKTOK
- TINDALL RILEY
- ZILINA TRUST

TRUSTEES' REPORT YEAR ENDED 31 MARCH 2023

The Trustees present their report with the financial statements of CALM for the year ended 31 March 2023.

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/DIRECTORS

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

The Chair of Trustees and CEO are continuously assessing new potential candidates to add to the Trustee Board, working to an optimal board of 13. Trustees/Directors are recruited through referrals, recommendations and specific advertising as required. They are invited to meet the Chair, the Chief Executive and a quorum of the Trustees/Directors to understand skills and fit before they then meet some of the wider executives. This establishes an understanding of the responsibility and required active governance and contribution to the leadership in achieving the organisation's objectives. Candidates are required to observe several board meetings until such time both parties are confident of fit. Their appointment is by resolution of the Board of Trustees/Directors following which the required legal documentation is completed.

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

1.3 ORGANISATIONAL STRUCTURE AND KEY POLICIES

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

Advisory Boards are appointed as required to consider specific issues. The delegation of the day-to-day responsibility for the running of CALM rests with the Chief Executive, who is supported by a full-time equivalent staff of 53 employees in the London office (as at 31-Mar-2023).

The principal policies adopted by CALM are summarised as follows:

Ethical

CALM has an ethical policy, which does not allow it to accept funds from any organisation that it believes may act in a way that is contrary to CALM's objectives. CALM also ensures that funds received from any one source do

not exceed 15% of income, to minimise its reliance on any single funder/donor, or give them undue sway on the strategic and operational intent of the organisation.

Equity, diversity and inclusion (ED&I)

CALM's policy is to create a true sense of belonging by supporting the diversity and inclusion of staff, volunteers, beneficiaries, supporters and audience, through equitable opportunities and practices, and to mitigate harm. In 2022/2023 CALM executed an EDI strategy that was created with an external partner that included training for all staff and an extensive update of policies, principles and processes.

Investment

The Trustees have the power to invest in such assets as they see fit, in agreement with the Executive, understanding both short-term requirements and objectives, but with a view to strengthening the organisation's strategic position and ability to deliver on its objectives. Aside from retaining a prudent amount in reserves, it is intended that the majority of CALM's funds be invested in current forecasted operational requirements. In addition, and with due regard for the short-term liquidity requirements of operating the charity, the Trustees, in agreement with the Executive, have the power to utilise funds within longer-term investments. The Trustees maintain healthy cash reserves and utilise those reserves to the best of their abilities according to an in-depth yearly planning exercise. Given the pressures of the pandemic, the Trustees have been even more mindful of maintaining cash reserves to protect operations.

Remuneration

CALM's remuneration policy is to reward all staff on the basis of: (1) their performance against personal objectives; (2) CALM's overall strategic and financial performance; (3) market salaries of a comparable role across all sectors; and (4) the need to retain staff. The remuneration of the Chief Executive is also set at a level which is proportionate to the lowest paid staff member, the overall level of expenditure and market salaries for a comparable role elsewhere.

Reserves

Reserves are maintained at a level that enables the charity to manage financial risk and ensure financial commitments can be met as they fall due. The reserves policy states unrestricted and undesignated income should exceed six months but is not expected to exceed twelve months of forecast expenditure unless under specific circumstances for which the Executive decides additional reserves are necessary (e.g. during periods of financial uncertainty or in expectation of additional investment in the organisation). This is determined on the basis of: (1) cash flow forecasts, which are updated and reviewed on a regular basis and discussed at Trustee meetings; and (2) the nature of CALM's short and long-term liabilities and commitments. CALM's primary driver is therefore always to maintain sufficient funds to meet immediate working capital requirements for the next six to twelve months.

Safeguarding policy

CALM's staff safeguarding policy exists to support staff, volunteers and supporters. Due to the subject matter of the work that is carried out, it is important that clear policies, processes and boundaries are put in place to enable staff to carry out their roles in a supportive environment and to protect themselves.

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

1.4 RISK MANAGEMENT

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

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

Financial risks are monitored through thorough reporting and jointly managed by the Treasurer, COO and Management Accountant. Management accounts, including a cash flow report, are prepared monthly and budget reviews take place monthly. Financial systems and policies are in place to ensure good practice.

SECTION 2 - OBJECTIVES AND ACTIVITIES

2.1 AIM

CALM focuses upon the prevention of suicide in the UK.

2.1.1 CHARITABLE OBJECTS

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

2.1.2 STRATEGIC GOALS AND PRINCIPAL ACTIVITIES

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

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

2.2 PUBLIC BENEFIT

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

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

SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

3.1 STRATEGIC AND OPERATIONAL GOALS FOR 2022/2023

At the outset of 2022/2023 CALM set out an ambitious strategy designed to recover from the impacts of the pandemic.

The strategy aimed at growth, seeing CALM turn potential into results, whilst the benefits of investment came to fruition. The strategy was to be delivered through five strategic pillars and two focus areas:

1. PEOPLE

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

2. PRODUCTS

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

3. BRAND

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

4. REVENUE

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

5. INFRASTRUCTURE

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

A. INSIGHT-LED DECISION MAKING

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

B. DATA-LED PERFORMANCE EVALUATION

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

As 2022/2023 panned out and the UK cost-of-living crisis layered on top of the late and post-pandemic period, CALM chose to increasingly prioritise effort towards revenue generating activity whilst downgrading revenue forecasts.

3.2 REVIEW OF OPERATIONS

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

3.2.1 SERVICES

Helpline services

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

Demand continues to increase year-on-year, ending on a 14% increase for 2022/2023. With no increase in resources, we worked to increase productivity while still delivering a high quality service, and across the year there was a 2% increase in contacts answered per worker. The introduction of WhatsApp as a helpline channel gave users even more options for their preferred route of access, and has shown itself to be an efficient way to manage demand.

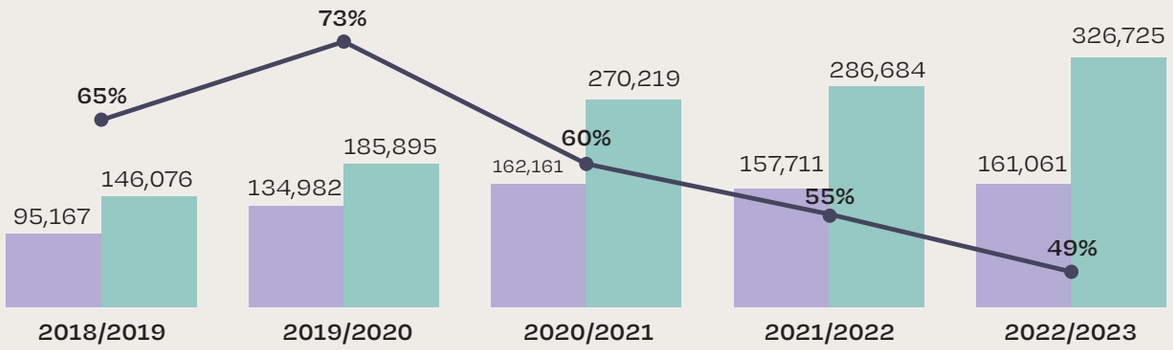
Work continues to improve the efficiency of our helpline, webchat service and the user experience of people in the queue. We launched 'DDD - Divert, Distract, De-Escalate' as a new service to users in the webchat/WhatsApp queue, offering self-help support resources while you wait (e.g. grounding meditation, journaling, guides, signposting) that can be used while still keeping your place in the queue. Early findings are showing that users engage positively with what is on offer, find them helpful, and 25% left the queue before entering a chat because they found what they needed within DDD. We continue to build out the content that we can direct people towards and this year included the JAAQ platform within the website support section, which offers over 100 personally delivered suicide-specfic Q&As.

Within this year we completed the project to define our helpline remit and are now in the implementation phase, working towards the service becoming even more suicide specific. This will include evolving our intervention practice model, alongside defining and building out our range of non-helpline support products to meet the needs of those who turn to CALM for help with a wide range of life struggles.

A summary of the key metrics & comparison to the previous years are provided below.

	21/22	22/23	22/23 % change
Demand in service hours	286,684	326,725	+14%
Contacts answered	157,711	161,061	+2%
% contacts answered	55%	*49%	-6%
Suicides prevented	324	301	-7%

*The drop in answer rate below our 50% target reflects that demand continues to rise steadily while the helpline has a finite capacity to respond.



Support After Suicide Partnership

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

3.2.2 AWARENESS

The Marketing and Communications team has continued to grow and develop under the new functional pillars:

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

This new team structure has allowed the team to continue optimising all channels to drive efficiency across the full marketing funnel, and deliver some highly visible and impactful campaigns, content and activations, increasing prompted awareness from 21% to 38%.

This year saw the launch of The Last Photo campaign, the biggest initiative ever created by CALM, delivering an unmissable national moment with 1.5BN impressions, and being honoured globally as the most creative and impactful campaign of 22/23.

Detailed strategies, objectives and key results have been defined for each functional team, sub team and individual team members to measure the impact of effort on meeting organisational OKRs.

The appointment of a new performance agency has seen immediate impact, delivering increased engagement and conversion of our performance ads, resulting in a +1% conversion of all traffic to the website.

Brand partnerships

Our brand partnerships continued to flourish across the year, with ongoing collaborations with Penguin, Puma/EA, Jacamo, Gymshark, Lick and Carling. Together they have generated significant awareness and engagement through a combination of comms, content and events. In addition, our partnership with 21Soho has created the

first CALM venue with a monthly comedy night, Comedy Against Living Miserably.

The new Brand Partnerships Playbook has been completed and is allowing for a more scaled approach to working with partners. We are now working to establish methods to effectively track impact on meeting organisational objectives.

Ambassadors

We continued to grow and diversify our ambassador programme by welcoming New Order, Declan Rice, SK Shlomo, Harry Corin, Lewis Brindley and Paul Bullion on board. Between them, we've been able to strengthen our reach to key target audiences and create new opportunities in areas where we were making less of an impact.

Communities

Communities has broadened the interests we represent as well as strengthening the roots CALM has in grassroots running, art, cycling and football. The focus has been on working with institutions that represent a large number of individual communities, as well as communities themselves. Amongst others, Mountain Bike UK, 64 Million Artists and a further two county FAs joined us in our efforts to get CALM's resources into the hands of the thousands of people they represent.

Volunteering

For many years, CALM has run an active volunteer programme. Volunteering opportunities typically include: head office support, Street Team (representing CALM at events), and corporate volunteering. Since Covid-19, CALM's ability to offer suitable and safe volunteering opportunities has been reduced.

This year there were a number of key opportunities that presented a need for volunteer support. Chiefly, the PGA golf tournament where CALM was required to provide 150 volunteers at the event in order to secure the revenue opportunity that it provided. In total, we generated nearly £80,000 from the PGA event, largely thanks to volunteers.

While we continue to update our CRM system, our ability to efficiently coordinate a larger volunteer programme is limited. Once this project is complete, we will again look to engage supporters through volunteering.

3.2.3 REVENUE GENERATION

The majority of CALM's revenue continues to come from the public. However, in 2022/23 a new revenue stream accounted for 10% of fundraising income - streaming. By working with The Sidemen on their charity football match, and Jingle Jam on their Christmas fundraising appeal, we have developed relationships with key creators, partners and agencies that have opened up opportunities for us to explore this further and optimise revenue in 2023/2024.

Focus this year was on 'big ticket' opportunities such as these streaming events, and The Times Christmas Appeal. These initiatives delivered on income and also reach, with new audiences donating to CALM. The success of The Times Appeal was helped by matched giving from major donors, and our corporate partners. Through The Times Appeal, and after a generous gift-in-will, we identified an opportunity to explore legacy giving and have introduced Farewill as a will-writing partner.

Lost Hours Walk went ahead as a DIY virtual event and achieved its revenue target. We will continue to deliver the event in this way in 2023/2024. Challenge events had a year of two halves, with the events significantly underperforming in the first six months, partly due to the continued rescheduling of major events post Covid. However, events from autumn onwards have shown positive signs, with participation up and average fundraising income from participants increasing thanks to optimisation of our supporter journey.

In 2023/2024, our fundraising strategy is to strengthen and diversify our revenue streams, to be able to grow our base of predictable and sustainable income. We will continue to lead the way in supporter care and optimise revenue through tailored journeys that support our fundraisers and make it easy and fun for them to raise money for CALM.

CALM operates in accordance with the Code of Fundraising Practice as outlined by the Fundraising Regulator. There have been no compliance issues in the reporting period and no complaints relating to CALM's fundraising practice. CALM's complaints policy can be found on its website thecalmzone.net.

Anyone choosing to fundraise for CALM has to agree to terms and conditions (if they are a volunteer fundraiser) or co-sign a commercial participator agreement if they are donating proceeds or profits from sales of goods or services. CALM did not employ the services of any third-party fundraisers in 2022/2023.

3.2.4 OPERATIONS

People operations

Within 2022/2023 we revisited and documented our vision, mission and five-year objectives. As a result, it was determined that we did not have the team structure required to achieve these important objectives. Consequently, CALM underwent a restructure. The aim of this restructure was not to cut costs but to drive us towards our mission in the most effective way possible. Primarily, the restructure enabled us to increase the headcount and bring a greater level of expertise to our Fundraising and Services departments.

Hand in hand with our revisited vision, mission and objectives came our refreshed values. These values align everyone at CALM with a set of behaviours that are essential to us achieving our objectives.

We are ambitious.
We are disruptive.
We are responsible.
And we care, a lot.

As part of its commitment to being a leader in all areas of its activities, in line with groundbreaking campaigns and excellence in service provision, CALM aspires to be a leading employer. This is reflected across our decision-making processes, our objectives and values, as well as our long-term commitment to EDI and our now well-established transition from HR to People Operations.

Our 2022/2023 internal People & Culture surveys revealed that Belonging, Voice & Identity is our highest scoring factor across the organisation. Some of our highest confidence scores were produced from the following statements:

"My manager genuinely cares about my wellbeing."

"The leadership team demonstrates that people are important to the organisation's success."

"The benefits that CALM offers suit my needs."

Support

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

SECTION 4 - PLANS FOR FUTURE PERIODS

4.1 FUTURE AIMS AND OBJECTIVES

CALM set out an ambitious strategy for 2022/2023 aimed at growth. As the year progressed, and driven by fundraising challenges, we were forced to work tirelessly to reprioritise our work. Without this remedial action, and an unplanned gift-in-will donation of £1m, CALM would have made the first deficit in its history.

There were 4.9m fewer charitable donors in 2021 than there were in 2020. We believe that trend has continued and worsened, driven by the cost-of-living crisis. Although UK charitable giving increased in 2022, this was driven by larger donations related to the war in Ukraine. The number of people donating remains in decline, with 24% of people now considering changing, or having already changed, their charitable activities, including cancelling regular donations.

Whilst we are being squeezed by the UK cost-of-living crisis, demand for our services is higher than it has ever been and it continues to grow.

For every suicide there are 25 attempts; that's 1.6 million cries for help. Imagine if CALM wasn't there to hear those cries for help.

Not only can we not afford to not exist, we have a moral compulsion to grow to meet demand.

For 2023/2024, we have revisited and documented our vision, mission and five-year objectives. Key within that is the ambitious goal that, within five years, 80% of our target audience (52% of the UK adult population) knows who CALM is, so that in times of need for themselves or others they are better able to help themselves or use our products to prevent misery and ultimately suicide.

Our strategy also sets out that we need to act innovatively to improve the effectiveness of our existing help products, whilst assessing and developing new products.

To achieve our strategy we need to seek enhanced income opportunities from familiar sources as well as those that are new or less familiar to us.

It would be irresponsible to expect or plan for significant income growth in 2023/2024 and, for the first time ever, we are planning for a deficit. Our medium-term planning suggests that we will continue to make a deficit in 2024/2025 and that we will be in a break-even or surplus position from 2025/2026 and beyond.

SECTION 5 – FINANCIAL REVIEW

5.1 INCOME

Income for the year was £7,615,000 (2022: £7,081,000), an increase of £534,000 (8%) on the previous year. This was achieved as follows:

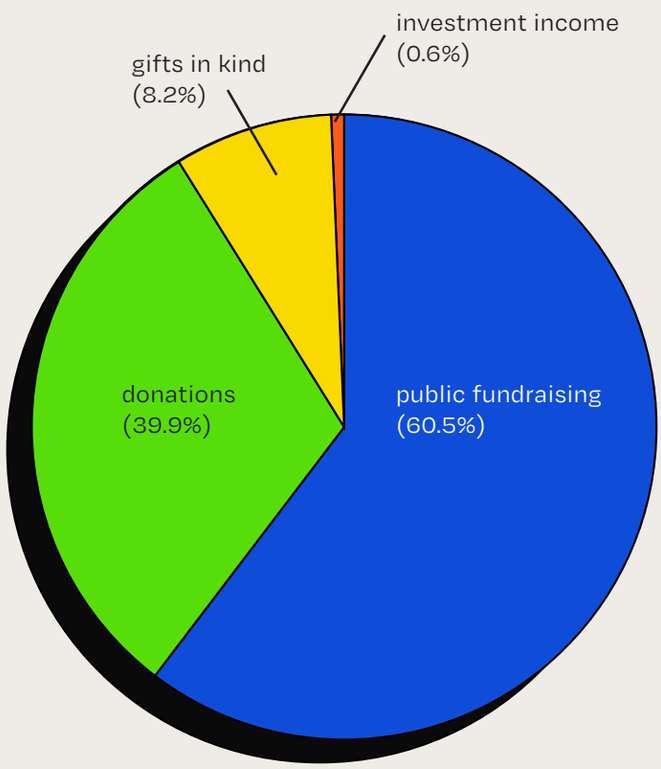
- Public fundraising £4,607,000 (2022: £3,678,000), an increase of 25%. The increase was predominantly driven by an unrepeatable and unexpected £1m gift-in-will and improved performance within community fundraising, particularly with our enhanced focus on digital communities. Challenge events continued to be impacted by the cost-of-living crisis and were down year on year.
- Donations £2,331,000 (2022: £2,822,000), down 17%, driven by decreased donations from trusts and foundations and counteracted by improved income from corporate donations.
- There were movements in the following channels - charitable activities £7,000 (2022: £92,000); gifts in kind £621,000 (2022: £483,000) and investment income £50,000. (2022: £6,000).

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

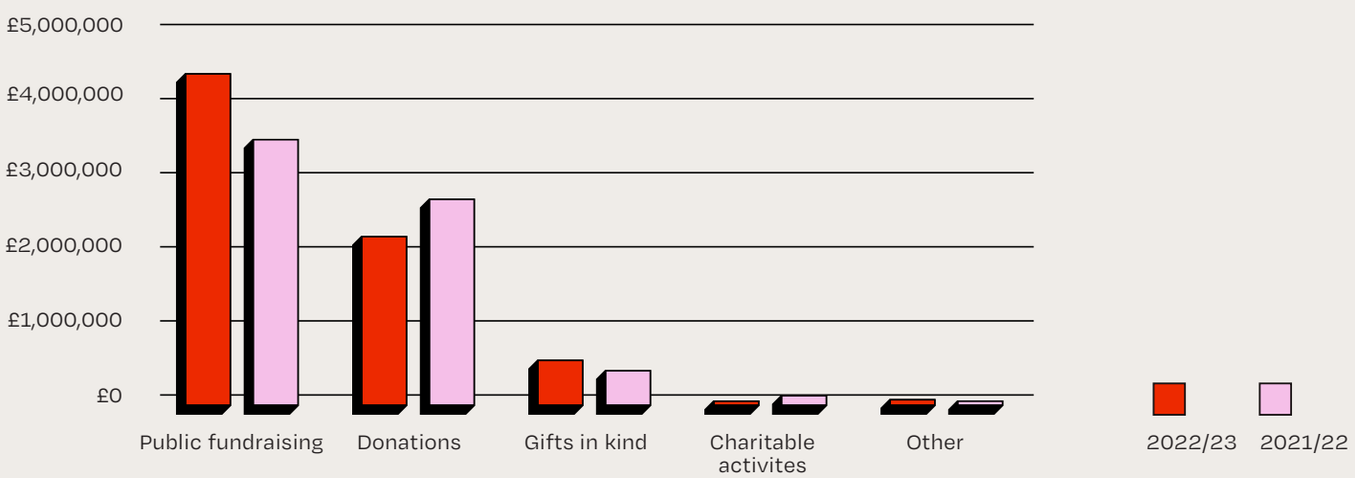
Donations consist of income from trusts, foundations and statutory funders £742,000 (2022: £1,515,000), a decrease of 51%; corporate income £1,589,000 (2022: £1,307,000), an increase of 22%. Corporate income consists of donations from companies and includes donations from employee events and matched funding of donations raised by employees.

Income is categorised in the following charts:

2022/2023 Income by category



Income by category 2022/2023 vs 2021/2022



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

Income from charitable activities includes event registration fees of £7,000 (2022: £18,000), commissioning income of £nil (2022: £32,000), sponsorship of £nil (2022: £37,000) and trading income of £nil (2022: £3,000). Commissioning income is funding from government agencies that support services provided by CALM. Event registration fees relate to fees paid by supporters for their fundraising event place.

The Trustees have restricted deferred income from grant funding of £95,000 (2022: £194,000) until 2023/2024 as the expenditure to which the grants relate will not be committed and incurred until the following year.

5.2 EXPENDITURE

Change to 'Expenditure for the year was £7,446,000 (2022: £6,305,000), an increase of £1,140,000 (18%) on the previous year.

The movement predominantly relates to total staff costs driven by an increase in total average staff numbers from 43 to 57, as vacant positions were filled post-Covid, inflationary increases were applied, and investment was made in new senior team members with greater experience and expertise, to drive the strategic goals of the organisation.

This increase arose across the following areas of CALM's activities:

Fundraising

Total fundraising costs were £1,739,000 (2022: £1,450,000), an increase of £289,000 on the previous year. Of these costs £1,105,000 (2022 £936,000) were direct costs and £724,000 (2022: £514,000) were an allocation of support costs, which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training. Fundraising costs include the costs of supporting and organising participants in fundraising events on behalf of CALM and also work on developing the supporter database. The salary costs of 16 full-time equivalent members of staff (as at 31-Mar-2023) are allocated directly to this category (2022: 12). Fundraising costs represent 23% (2022: 20%) of income.

Charitable activities

Charitable activities costs were £5,707,000 (2022: £4,855,000), an increase of £852,000 (18%) on the previous year. Expenditure by key activities can be analysed as follows:

Service (Helpline) costs were £2,938,000 (2022: £2,852,000) and increased by £86,000 (3%). The helpline is manned by staff from an external service provider. Expenditure continued on the development of the helpline technology. Of these total costs £1,939,000 (2022: £2,078,000) were direct costs and £999,000 (2022: £774,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Service (Education & Awareness) costs were £2,755,000 (2022: £1,973,000), an increase of £782,000 on the previous year. The costs in this category involve the provision of support to promote awareness of suicide through campaigns and specific public events.
The salary costs of 15 full-time equivalent staff are allocated directly to this cost category (2022: 12).
Of these total costs £1,940,000 (2022: £1,453,000) were direct costs and £815,000 (2022: £519,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Expenditure on the Support After Suicide Partnership was £15,000 (2022: £30,000).

Support costs

Support costs, which are included within the aforementioned fundraising and charitable activities costs, are the office, administration, management and governance costs incurred by CALM. In 2022/2023 they were £2,537,000 (2022: £1,808,000), an increase of £729,000 (40%) on the previous year. This increase was due to an investment in people, process and infrastructure, aligned to the strategy. CALM employed 23 full-time equivalent staff (as at 31-Mar-2023) within this category (2022: 23), including the Chief Executive, during 2022/2023.

Office costs are the general overheads of the charity and are principally made up of office rent £193,000 (2022: £193,000) and utility /communications /IT /insurance costs of £168,000 (2022: £146,000).

5.3 SURPLUS AND RESERVES

There was a fund surplus for the year of £169,000 (2022: £776,000), all of which was unrestricted.

Total funds available as at 31 March 2023 were £6,281,000 (2022: £6,112,000), all of which were unrestricted. Included within the unrestricted funds is £200,000 which was transferred to an unrestricted designated fund to provide for the continued development of helpline technology.

The funds available balance is consistent with CALM's reserves policy outlined in section 1.3 above. In particular it is sufficient to meet the charity's short-term working capital requirements. The unrestricted reserves balance as at 31 March 2023 represents 10 months (2022: 10 months) of budgeted expenditure for 2023/2024.

SECTION 6 – REFERENCE AND ADMINISTRATIVE DETAILS

CHARITY REGISTRATION NUMBER

1110621 (England and Wales),
SCO44347 (Scotland)

COMPANY NUMBER

05378928 (England and Wales)

TRUSTEES

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

CHIEF EXECUTIVE OFFICER

Simon Gunning

REGISTERED OFFICE

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CALM OFFICE ADDRESS

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West Malling
Kent ME19 4JQ

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

Nationwide Building Society
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Moulton Park
Northampton
NN3 6NW

SECTION 7 - AUDITORS

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

SECTION 8 - STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

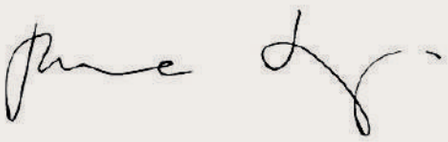
SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS

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

SECTION 10 - COMPANIES ACT 2006

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

This report was approved by the board on 8th November 2023.



J Scroggs – Director, Chair of Trustees

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF

CAMPAIGN AGAINST LIVING MISERABLY

Opinion

We have audited the financial statements of Campaign Against Living Miserably (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 37, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant

accounting estimates, in particular in relation to use of restricted funds, and significant one-off or unusual transactions.

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

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

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

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

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Charities Act 2011, Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Carolyn Dutton (Senior Statutory Auditor)
Royce Peeling Green Limited

30th November 2023
Chartered Accounants
Statutory Auditor

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

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

STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 MARCH 2023

	Unrestricted funds	Restricted funds	Total funds	Prior year funds	Note
Income From:	**£**	**£**	**£**	**£**	
Donations and legacies	6,245,943	1,312,975	7,558,918	6,983,601	3
Charitable activities	6,739	0	6,739	91,564	
Government grants	0	0	0	0	
Investments	49,582		49,582	6,018	
Total Incoming Resources	**6,302,264**	**1,312,975**	**7,615,239**	**7,081,183**	
Expenditure on:					
Raising funds	1,738,814		1,738,814	1,450,452	4
Charitable activities	4,394,434	1,312,975	5,707,409	4,854,906	5
Total Expenditure	**6,133,248**	**1,312,975**	**7,446,223**	**6,305,358**	
Net income / (expenditure)	169,016		169,016	**775,825**	
Transfer between funds			0		
Net movement in funds	169,016	0	169,016	775,825	
Reconciliation of funds:			0		
Total funds brought forward	6,111,719		6,111,719	5,335,894	
Total funds carried forward	**6,280,735**	**0**	**6,280,735**	**6,111,719**	

The Statement of Financial Activities has been prepared on the basis that all operations are continuing operations.

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

The notes on pages 46 to 56 form part of these accounts.

BALANCE SHEET
YEAR ENDED 31 MARCH 2023

	Unrestricted funds	Restricted funds	Total funds	Prior year funds	Note
	£	£	£	£	
FIXED ASSETS:					
Tangible assets	75,387		75,387	75,385	8
Total fixed assets:	**75,387**		**75,387**	**75,385**	
CURRENT ASSETS:					
Debtors	473,481		473,481	454,525	**9**
Cash and cash equivalents	6,347,403		6,347,403	6,256,520	
Total Current Assets	**6,820,884**	**0**	**6,820,884**	**6,711,045**	
LIABILITIES:					
Creditors falling due within one year	(615,536)		(615,536)	(674,711)	10
Net current assets	**6,205,348**	**-**	**6,205,348**	**6,036,334**	
Total assets less current liabilities	**6,280,735**	**-**	**6,280,735**	**6,111,719**	
The funds of the charity:					
Restricted Income Funds					12
Unrestricted Funds:					
Designated fund	200,000		200,000	200,000	
General unrestricted funds	6,080,735		6,080,735	5,911,719	
Total unrestricted funds	6,280,735		6,280,735	6,111,719	11
Total charity funds	**6,280,735**		**6,280,735**	**6,111,719**	

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 8th November 2023 and signed on their behalf by:



James Scroggs
Director, Chair of Trustees

STATEMENT OF CASHFLOW
YEAR ENDED 31 MARCH 2023

	Total funds 2022/23	Total funds 2021/22	Note
	£	£	
Cash flows from operating activities:	-	-	
Net cash provided by / (used in) operating activities	87,282	673,756	A
Cash flows from investing activities:			
Interest Received	49,582	6,018	
Payments to acquire tangible fixed assets	(45,981)	(36,944)	
Net cash provided by/ (used in) investing activities	3,601	(30,926)	
Change in cash and cash equivalents in the reporting period	**90,883**	**642,830**	
Cash and cash equivalents at the beginning of the reporting period	6,256,520	5,613,690	
Cash and cash equivalents at the end of the reporting period	**6,347,403**	**6,256,520**	B

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

	Total funds 2022/23	Total funds 2021/22	Note
	£	£	
Net movement in funds for the year (as per the Statement of financial activities):	169,016	775,825	A
Adjustment for:			
Interest Received	(49,582)	(6,018)	
Loss on disposl of tangible fixed assets	846	1,035	
Depreciation	45,133	30,001	
(Increase) in debtors	(18,956)	81,754	
Increase in creditors	(59,175)	(208,841)	
Net cash provided by operating activities	**87,282**	**673,756**	

Note B: Cash and cash equivalents

	Total funds 2022/23	Total funds 2021/22	Note
	£	£	
Cash at Bank	6,347,403	6,256,520	

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

Basis of preparation

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

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

The financial statements have been prepared on a going concern basis.

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

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 49. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Fund accounting

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

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

Incoming resources

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

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

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

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

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

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met . Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable . A grant received before the recognition criteria are satisfied is recognised as a liability.

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

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

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

Investment income is included in the accounts when receivable.

Expenditure and liabilities

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

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

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

1. Office and administration costs incurred in connection with general management of the charity and compliance with constitutional and statutory requirements; and

2. Governance costs incurred in relation to the preparation and audit of statutory accounts, the costs of trustee meetings and the cost of legal advice to trustees on governance or constitutional matters.

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

Leases

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

Pension Scheme

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

Depreciation

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

Short leasehold property
- Over the term of the lease

Computer equipment & furniture
- 33% straight line

Recognition of Liabilities

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

Recognition of Basic Financial Assets

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

2. CRITICAL ACCOUNTING ESTIMATES

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

3. DONATIONS AND LEGACIES

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Donations	1,638,725	692,125	2,330,850	2,822,474
Public fundraising	4,607,218		4,607,218	3,677,640
Gifts in kind		620,850	620,850	483,487
Total	**6,245,943**	**1,312,975**	**7,558,918**	**6,983,601**

Restricted donations consist of grant income of £692,125 (2022: £1,177,702) and corporate income of £nil (2022: £73,069).

Legacies of £1,050,000 were received in 2023 (2022: £64,413)

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 £250 (2022: £13,080) have been received in the year.

4. RAISING FUNDS

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2023	Total 2022
	£	£	£	£
Fundraising activities	1,014,778	724,036	1,738,814	1,450,452

5. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity or programme	Activities undertaken directly	Support costs (note 6)	Total 2023	Total 2022
Services: Helpline	1,939,357	998,440	2,937,797	2,852,262
Services: Awareness & Education	1,940,198	814,414	2,754,612	1,972,644
Support After Suicide Partnership	15,000	0	15,000	30,000
Total	3,894,555	1,812,854	5,707,409	4,854,906

6. SUPPORT COSTS

Activity or programme	Office costs	Management	Governance	Total 2023	Total 2022
Raising funds	256,637	465,638	1,761	724,036	514,330
Services: Helpline	353,900	642,111	2,429	998,440	774,178
Services: Awareness & Education	288,670	523,758	1,986	814,414	519,402
Support After Suicide Partnership				0	0
Total	**899,207**	**1,631,507**	**6,176**	**2,536,890**	**1,807,910**

Governance costs relate to the annual audit fee, legal fees and reimbursed trustee travel and meeting expenses. £6,176 was paid in the year to the auditors in respect of audit services (2022: £5,640) and reimbursement to trustees for travel expenses totalling £nil (2022: £nil)

7. STAFF COSTS

Staff costs during the year were:	Total 2023	Total 2022
Staff Salaries	2,884,568	1,924,138
Social security costs	329,755	209,376
Employers pension contributions	151,839	100,225
Total Costs	**3,366,162**	**2,233,739**

	Total 2023	Total 2022
The average monthly number of employees employed by the charity during the year	57	43
Number of volunteers	172	0
Total volunteer hours provided	1025	0

Higher paid employees:	Total 2023	Total 2022
The number of employees whose remuneration fell within the following bands were:	7	3
£60,000 - £69,999	3	2
£70,000 - £79,999	1	2
£80,000 - £89,999	1	
£110,000-£119,999	1	
£120,000 - £129,999		1
£150,000 - £159,999	1	

8. TANGIBLE FIXED ASSETS

Cost	Short leasehold properties	Office equipment & furniture	Total
At 1 April 2022	32,350	92,549	**124,899**
Additions	15,293	30,688	45,981
Disposals		(1,269)	(1,269)
At 31 March 2023	**47,643**	**121,968**	**169,612**
Depreciation			
At 1 April 2022	11,922	37,592	49,514
Charge for the year	8,865	36,268	45,133
Eliminated in respect of disposals		(423)	(423)
At 31 March 2023	**20,787**	**73,437**	**94,224**
Net book Value			
At 31 March 2022	20,428	54,957	75,383
At 31 March 2023	**26,856**	**48,531**	**75,387**

9. DEBTORS

	Total 2023	Total 2022
Trade Debtors	85,429	54,436
Prepayments and accrued income	304,458	312,809
Other Debtors	83,594	87,280
Other debtors	473,481	454,525

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2023	Total 2022
Trade creditors	262,289	269,000
Deferred income	94,525	193,554
Income tax and social security	161,217	67,247
Accruals	97,505	144,910
	615,536	**674,711**

11. UNRESTRICTED FUNDS

GENERAL FUND

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
	5,911,719	6,302,264	(6,133,248)	-	6,080,735
General fund	**5,911,719**	**6,302,264**	**(6,133,248)**	**-**	**6,080,735**

DESIGNATED FUND

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

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
	200,000	-	-	-	200,000
	200,000	**-**	**-**	-	**200,000**

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

12. RESTRICTED FUNDS

Fund Name	Balance at 1 April 2022	Income	Expenditure	Balance at 31 March 2023
Helpline and webchat service provision	-	625,625	(625,625)	-
Helpline technology development	-	46,500	(46,500)	-
CALM Communities	-	20,000	(20,000)	-
Improving support information	-			-
User preference project	-			-
		692,125	**(692,125)**	
Gifts in Kind				
PR support and campaigning	-	620,850	(620,850)	-
		620,850	(620,850)	

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

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

CALM communities bring people together through shared passions such as sport, art and more, to educate and empower people to look after their mental health and support each other, through communication and connection.

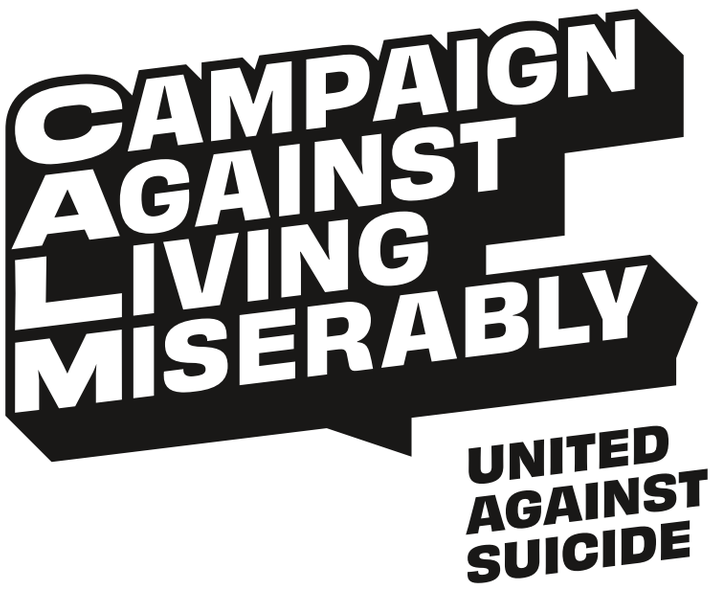
13. RELATED PARTY TRANSACTIONS

In 2023 there were:

- Marketing costs of £209,173 (2022: £54,520) for campaign ideation, design and production from adam&eveDDB, of which Will Grundy (Trustee) is a senior planner.

14. PROVISIONS AND FINANCIAL COMMITMENTS

Operational leases	Total 2023	Total 2022
Total non-cancellable commitments under operating leases expiring:	£	£
In less than one year	202,238	235,136
Between two to five years	202,954	4,153
	405,192	239,289


CAMPAIGN
AGAINST
LIVING
MISERABLY
UNITED
AGAINST
SUICIDE

CAMPAIGN AGAINST LIVING MISERABLY

England & Wales - Charity number 1110621

Accounts

WHEREVER YOU NEEDED US.

ANNUAL REPORT
2021/22

CAMPAIGN AGAINST LIVING MISERABLY

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CAMPAIGN AGAINST LIVING MISERABLY

UNITED AGAINST SUICIDE

INTRODUCTION FROM THE CHAIR OF THE TRUSTEES

We are now in a decade of change.

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

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

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

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

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

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

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

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

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

As a long-standing patron and chair of the board of trustees of CALM, it's easy to underestimate the heft of every single week at CALM. The team has maintained our ambitions for growth in the face of such enormous challenges. We now know, the pandemic was really only the kick off, and times are only getting tougher.

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

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

In 2021 we invited people to Stay.

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

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

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

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

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

It has set the tone of the decade.

We stand united against suicide.



J Scroggs – Director, Chair of Trustees
10 October 2022

IN 2021/22
OUR HELPLINE *ANSWERED*

155,525

CALLS & WEBCHATS

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

Webchat User

WE CONTINUED TO BE THERE, NO MATTER WHAT.

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

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

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

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

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

NEW LOOK, SAME *LIFE-SAVING* SERVICES.

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

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

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





WE'RE HERE TO SAY: STAY

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

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

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

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

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



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

ALIKA


STAY.
CAMPAIGN AGAINST LIVING MISERABLY
UNITED AGAINST HATE
GAP
WESTBU

THROUGH UPS & DOWNS

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

AS THE WORLD OPENED UP, WE HAD YOUR BACK

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

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

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



GETTING YOU THROUGH ANOTHER ANXIOUS XMAS

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

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

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





IRL EVENTS MADE A RETURN!

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

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

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

RYAN THOMAS: 10 MARATHONS IN 10 DAYS

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

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

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



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



THE RETURN OF LOST HOURS WALK

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

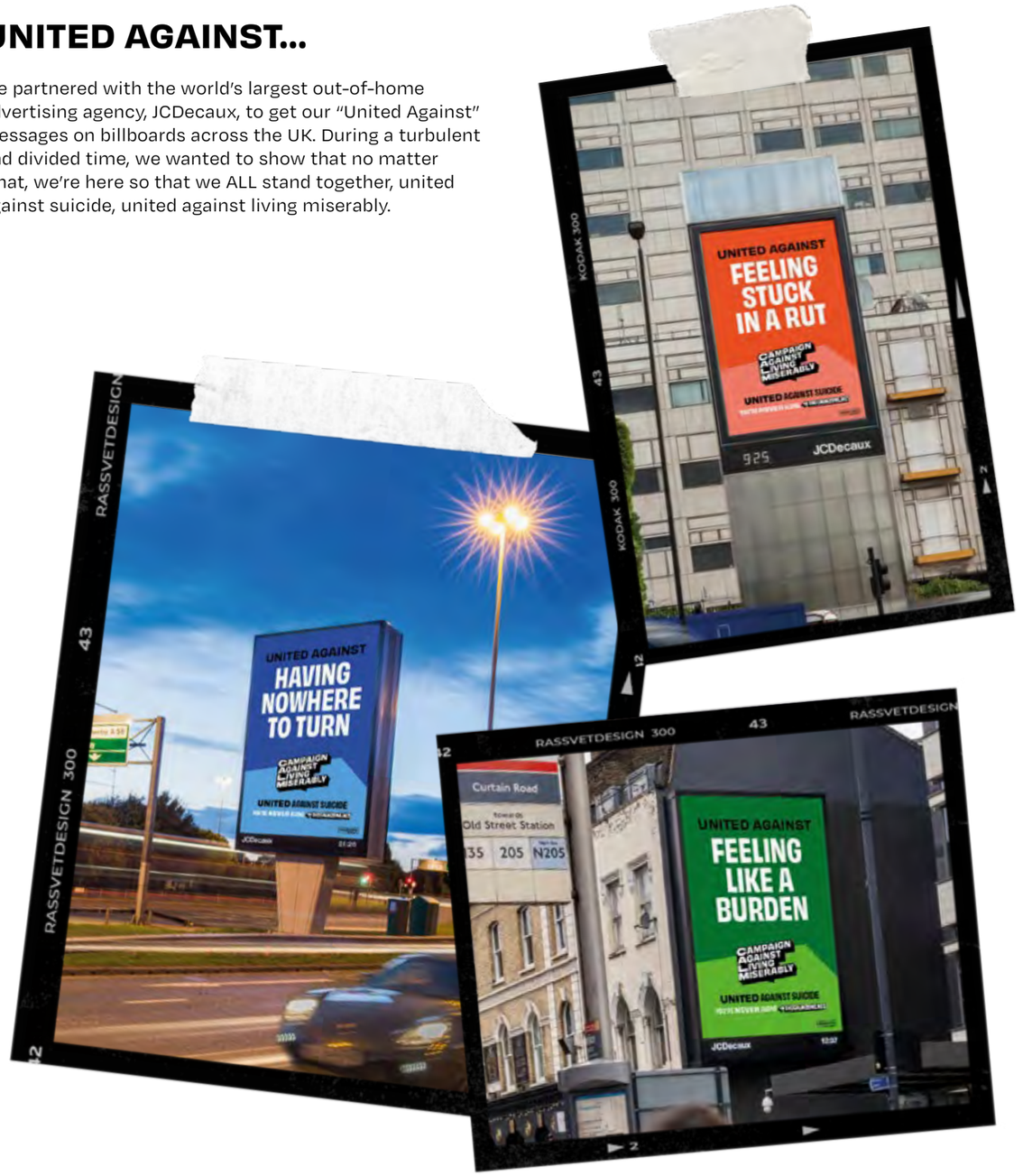
A huge thank you to everyone who took part.

WE WERE *WHEREVER* YOU NEEDED US.

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

UNITED AGAINST...

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



FEELING SHIT'S SHIT.

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

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

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





SHINING A LIGHT ON STORIES TO SAVE LIVES.

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



CHERRY VALENTINE ON BEING A DRAG QUEEN FROM THE TRAVELLING COMMUNITY

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

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

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

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

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

FINDING THE WORDS WITH DANTDM

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

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

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



BODY TALKS: GETTING TO GRIPS WITH BODY IMAGE

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

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

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



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

HOMELESS TRUTHS

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

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





OUR CORPORATE PARTNERSHIPS

INVESCO

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



OSB GROUP

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



BIGHAND BIKE RIDE

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

AVEVA'S INTERNATIONAL LOST HOURS WALK

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

THROUGH HIGHS AND LOWS.

GAME ON!

FOOTBALL AGAINST LIVING MISERABLY

TEAMING UP WITH LONDON FA TO SUPPORT PLAYERS

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

KENT KICKABOUTS

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





CARING UNITED

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

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

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



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

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

BRAND PARTNERSHIPS

ORIGINAL PENGUIN

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

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



SEAT: THE LANGUAGE OF LISTENING

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

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





ITV2 THE FULL TREATMENT

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



PUMA X CALM: SPARK CHANGE

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

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

INTRODUCING: NEW AMBASSADORS

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

SHIRLEY BALLAS

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

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





JAMIE LAING

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

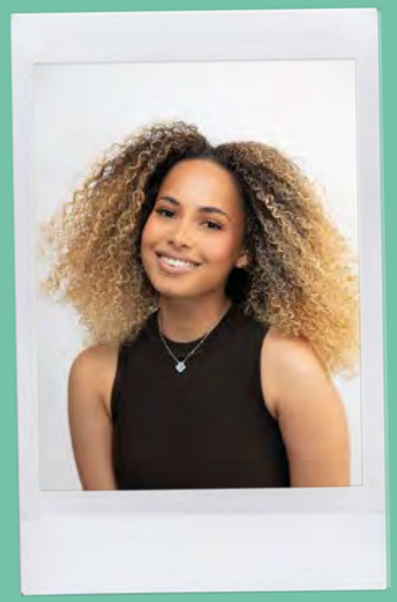
"CALM is an incredible charity. 125 people take their own lives each week and 75% of them are male, so if me speaking up can help at least one person open up about how they're feeling, that'd be amazing."

RYAN THOMAS

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

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





AMBER GILL

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

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

FUNDRAISING LEGENDS

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



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

Vikki, PUMA X CALM: Spark Change Run

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



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

Giancarlo, Founder of the Mental Health World Cup

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



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

Marcus, Nelson's Tour de Test Valley

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



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

Matt, Run the Country

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

THANK YOU

AMATEURS TRUST
AVEVA
BARCLAYS FOUNDATION
BIGHAND
BMW
DEPARTMENT OF HEALTH AND SOCIAL CARE
FREE NOW
THE BALLY'S FOUNDATION (FORMERLY KNOWN AS THE GAMESYS FOUNDATION)
HOUSE OF VANS
INVESCO
ITV
KIND
LNER
MOLSON COORS
OSB GROUP
ORIGINAL PENGUIN
PUMA
RIGHTMOVE
ROYAL ENFIELD
SEAT
VIRGIN ACTIVE
WORSHIPFUL COMPANY OF INFORMATION TECHNOLOGISTS



TRUSTEES' REPORT YEAR ENDED 31 MARCH 2022

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

SECTION 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/DIRECTORS

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

The Chair of Trustees and CEO are continuously assessing new potential candidates to add to the Trustee Board, working to an optimal board of 13. Trustees/Directors are recruited through referrals, recommendation and specific advertising as required. They are invited to meet the Chair, the Chief Executive and a quorum of the Trustees/Directors to understand skills and fit, before they then meet some of the wider executives. This establishes an understanding of the responsibility and required active governance and contribution to the leadership in achieving the organisation's objectives. Candidates are required to observe several board meetings until such time both parties are confident of fit. Their appointment is by resolution of the Board of Trustees/Directors following which the required legal documentation is completed.

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

1.3 ORGANISATIONAL STRUCTURE AND KEY POLICIES

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

Advisory Boards are appointed as required to consider specific issues. The delegation of the day-to-day responsibility for the running of CALM rests with the Chief Executive, who is supported by a full-time equivalent staff of 51 employees in the London office (as at 31 Mar 2022).

The principal policies adopted by CALM are summarised as follows:

Ethical

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

Equity, diversity and inclusion (ED&I)

CALM's policy is to support the diversity and inclusion of staff and volunteers through equal opportunities and practices. In 21/22 CALM worked with a partner to assess CALM from an ED&I perspective via staff surveys and listening sessions. The results of the surveys and listening sessions have informed and continue to inform an ED&I strategy, including a roadmap to make any necessary changes to policies, principles and processes.

Investment

The Trustees have the power to invest in such assets as they see fit, in agreement with the Executive, understanding both short-term requirements and objectives, but with a view to strengthening the organisation's strategic position and ability to deliver on its objectives. Aside from retaining a prudent amount in reserves, it is intended that the majority of CALM's funds be invested in current forecasted operational requirements. In addition and with due regard for the short-term liquidity requirements of operating the charity, the Trustees, in agreement with the executive, have the power to utilise funds within longer-term investments. The Trustees maintain healthy cash reserves and utilise those reserves to the best of their abilities according to an in-depth yearly planning exercise. Given the pressures of the pandemic, the Trustees have been even more mindful of maintaining cash reserves to protect operations.

Remuneration

CALM's remuneration policy is to reward all staff on the basis of: (1) their performance against personal targets; (2) CALM's overall strategic and financial performance; (3) market salaries of a comparable role across all sectors; and (4) the need to retain staff. The remuneration of the Chief Executive is also set at a level which is proportionate to the lowest paid staff member, the overall level of expenditure and market salaries for a comparable role elsewhere.

Reserves

Reserves are maintained at a level that enables the charity to manage financial risk and ensure financial commitments can be met as they fall due. The reserves policy states unrestricted and undesignated income should exceed six months but are not expected to exceed twelve months of forecast expenditure unless under specific circumstances for which the Executive decides additional reserves are necessary (e.g. during periods of financial uncertainty or in expectation of additional investment in the organisation). This is determined on the basis of: (1) cash flow forecasts, which are updated and reviewed on a regular basis and discussed at Trustee meetings; and (2) the nature of CALM's short and long-term liabilities and commitments. CALM's primary driver is therefore always to maintain sufficient funds to meet immediate working capital requirements for the next six to twelve months.

Safeguarding policy

CALM's staff safeguarding policy exists to support staff, volunteers and supporters. Due to the subject matter of the work that is carried out, it is important that clear policies, processes and boundaries are put in place to enable staff to carry out their roles in a supportive environment and to protect themselves.

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

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

Financial risks are monitored through thorough reporting and jointly managed by the Treasurer, COO and Management Accountant. Management accounts, including a cash flow report, are prepared monthly and budget reviews take place monthly. Financial systems and policies are in place to ensure good practice.

SECTION 2 - OBJECTIVES AND ACTIVITIES

2.1 AIM

CALM focuses upon the prevention of suicide in the UK.

2.1.1 CHARITABLE OBJECTS

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

2.1.2 STRATEGIC GOALS AND PRINCIPAL ACTIVITIES

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

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

2.2 PUBLIC BENEFIT

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

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

SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

3.1 STRATEGIC AND OPERATIONAL GOALS FOR 2021/22

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

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

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

The strategy was delivered through six strategic pillars:

1. SERVICES

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

2. AUDIENCE

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

3. REVENUE

Return to pre-Covid-19 pandemic revenue growth plan

4. BRAND

Grow our relevance and resonance to an increased audience

5. PEOPLE

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

6. DELIVERY

Invest in people and systems to help CALM achieve the strategy

3.2 REVIEW OF OPERATIONS

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

3.2.1 SERVICES

Helpline and webchat services

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

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

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

*The number of known suicides prevented by helpline and webchat workers is reported internally. These are calls or chats in which the caller has been actively suicidal, with the threat of imminent suicide and where the helpline worker believes that the caller has stepped back from suicide, or where CALM has successfully enabled emergency services to respond.

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

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

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

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

Support After Suicide Partnership

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

3.2.2 AWARENESS

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

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

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

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

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

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

Audience Segmentation

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

Campaigns

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

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

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

Brand Partnerships

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

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

Ambassadors

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

Communities

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

Volunteering

For many years CALM has run an active volunteer programme. Volunteering opportunities typically include: head office support, "Street Team" (representing CALM at events), and corporate volunteering. As the effects of C19 continued to be felt throughout the majority of 2021/22, the pause on our volunteering programme continued, as volunteer opportunities remained few and CALM continued restrictions on office working.

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

3.2.3 REVENUE GENERATION

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

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

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

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

CALM operates in accordance with the Code of Fundraising Practice as outlined by the Fundraising Regulator. There have been no compliance issues in the reporting period and no complaints relating to CALM's fundraising practice. CALM's complaints policy can be found on its website thecalmzone.net.

Anyone choosing to fundraise for CALM has to agree to terms and conditions (if they are a volunteer fundraiser) or co-sign a commercial participator agreement if they are donating proceeds or profits from sales of goods or services. CALM did not employ the services of any third-party fundraisers in 21/22.

3.2.4 OPERATIONS

Website

CALM's website continues to serve three main functions:

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

Ongoing development of the existing website through-

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

HR and support for staff

As part of its commitment to being a leader in all areas of its activities, in line with ground breaking campaigns and excellence in service provision, CALM aspires to be a leading employer. In June 2021 we shifted our focus from purely HR to People Operations, with the ultimate goal of creating the best possible employee experience. We've weaved together insight directly from our staff and expertise from the People Operations team to deliver an employee experience throughout 21/22 that caused our eNPS score to increase from 23 in April 2021 to 49 in April 2022.

Our commitment to ED&I continues to develop and the impact can be seen throughout the organisation, most notably through the introduction of a pay philosophy, transparent pay brackets and a clear framework for progression. Our aim is to continue developing a values-based culture that supports a happy and engaged workforce to deliver their best work.

Recruitment & Development

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

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

Support

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

SECTION 4 - PLANS FOR FUTURE PERIODS

4.1 FUTURE AIMS AND OBJECTIVES

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

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

1. PEOPLE

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

2. PRODUCTS

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

3. BRAND

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

4. REVENUE

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

5. INFRASTRUCTURE

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

A. INSIGHT-LED DECISION MAKING

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

B. DATA-LED PERFORMANCE EVALUATION

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

SECTION 5 – FINANCIAL REVIEW

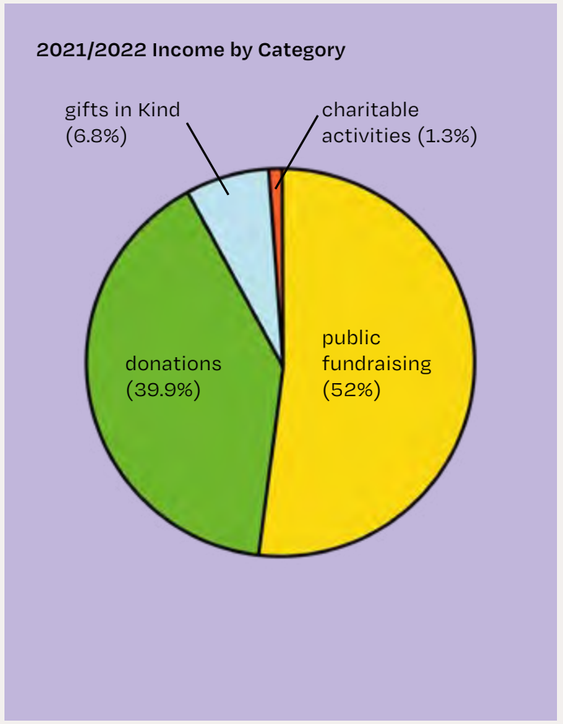
5.1 INCOME

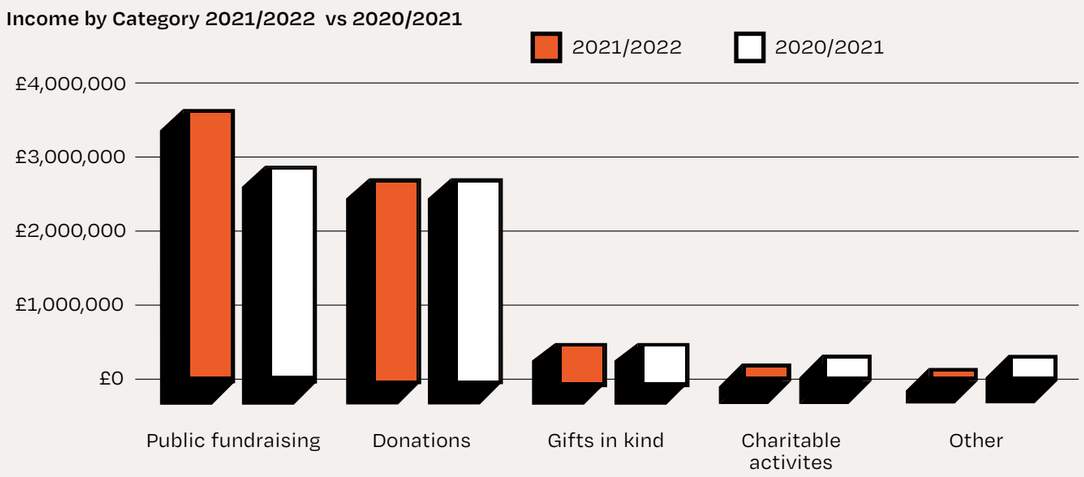
Income for the year was £7,081,000 (2021: £6,427,000), an increase of £654,000 (10%) on the prior year. This was achieved as follows: public fundraising £3,678,000 (2021: £2,944,000), an increase of 25% as restrictions were lifted, permitting events to happen; donations £2,822,000 (2021: £2,822,000),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

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

Donations consist of income from trusts, foundations and statutory funders £1,515,000 (2021: £1,347,000), an increase of 12%; corporate income £1,307,000 (2021: £1,475,000), a decrease of 11%; and other donations £nil (2021: £nil). Corporate income consists of donations from companies and includes donations from employee events and matched funding of donations raised by employees.

Income is categorised in the following charts:





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

Income from charitable activities includes event registration fees of £18,000 (2021: £6,000), commissioning income of £32,000 (2021: £53,000), sponsorship of £37,000 (2021: £12,000) and trading income of £3,000 (2021: £41,000). Commissioning income is funding from government agencies which support services provided by CALM. Event registration fees relate to fees paid by supporters for their fundraising event place.

The trustees have restricted deferred income from grant funding of £194,000 (2021: £383,000) until 2022/23 as the expenditure to which the grants relate will not be committed and incurred until the following year.

5.2 EXPENDITURE

Expenditure for the year was £6,305,000 (2021: £4,820,000), an increase of £1,485,000 (31%) on the prior year. This increase, supported by the corresponding increase in income, arose across the following areas of CALM's activities:

Fundraising

Total fundraising costs were £1,450,000 (2021: £815,000), an increase of £635,000 on the previous year. Of these costs £936,000 (2021: £491,000) were direct costs and £514,000 (2021: £324,000) were an allocation of support costs, which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training. Fundraising costs include the costs of supporting and organising participants in fundraising events on behalf of CALM and also work on developing the supporter database. The salary costs of 12 full-time equivalent members of staff (as at 31 Mar 2022) are allocated directly to this category (2021: 10). Fundraising costs represent 20% (2021: 13%) of income.

Charitable activities

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

Helpline/webchat service provision costs were £2,852,000 (2021: £2,496,000) and increased by £356,000 (14%) as service provision levels were expanded with increased numbers of helpline and webchat staff available to meet increased demand. The helpline is manned by staff from an external service provider. Expenditure continued on the development of the helpline technology. Of these total costs £2,078,000 (2021: £1,894,000) were direct costs and £774,000 (2021: £602,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Promotion and outreach costs were £1,973,000 (2021: £1,489,000), an increase of £484,000 on the previous year. The costs in this category involve the provision of support to promote awareness of suicide through campaigns and specific public events. The salary costs of 12 full-time equivalent staff are allocated directly to this cost category (2021: 10). Of these total costs £1,453,000 (2021: £1,053,000) were direct costs and £519,000 (2021: £436,000) were an allocation of support costs which covers management and administrative staff costs, overheads (rent, utilities, communication and IT), governance, consultancy and training.

Expenditure on the Support after Suicide Partnership was £30,000 (2021: £20,000).

Support costs

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

Expenditure is categorised as follows:

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

5.3 SURPLUS & RESERVES

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

Total funds available as at 31 March 2022 were £6,112,000 (2021: £5,336,000); all of which were unrestricted. Included within the unrestricted funds is £200,000 which was transferred to an unrestricted designated fund to provide for the continued development of helpline technology.

The funds available balance is consistent with CALM's reserves policy outlined in section 1.3 above, in particular it is sufficient to meet the charity's short-term working capital requirements. The unrestricted reserves balance as at 31 March 2022 represents 10 months (2021: nine months) of budgeted expenditure for 2022/23.

SECTION 6 – REFERENCE AND ADMINISTRATIVE DETAILS

CHARITY REGISTRATION NUMBER

1110621 (England and Wales),
SCO44347 (Scotland)

COMPANY NUMBER

05378928 (England and Wales)

TRUSTEES

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

CHIEF EXECUTIVE OFFICER

Simon Gunning

REGISTERED OFFICE

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CALM OFFICE ADDRESS

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

Nationwide Building Society
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Moulton Park
Northampton
NN3 6NW

SECTION 7 - AUDITORS

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

SECTION 8 - STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS

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

SECTION 10 - COMPANIES ACT 2006

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

This report was approved by the board on 10 October 2022



J Scroggs – Director, Chair of Trustees



INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF

CAMPAIGN AGAINST LIVING MISERABLY

Opinion

We have audited the financial statements of Campaign Against Living Miserably (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from

when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 37, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Charities Act 2011, Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Carolyn Dutton (Senior Statutory Auditor)
Royce Peeling Green Limited

31 October 2022
Chartered Accounants
Statutory Auditor

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

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

STATEMENT OF FINANCIAL ACTIVITIES YEAR ENDED 31 MARCH 2022

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

The Statement of Financial Activities has been prepared on the basis that all operations are continuing operations.

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

The notes on pages 46 to 56 form part of these accounts.

BALANCE SHEET AS AT 31 MARCH 2022

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

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

Approved by the trustees on 10 October 2022 and signed on their behalf by:

James Scroggs
Director, Chair of Trustees

STATEMENT OF CASHFLOW YEAR ENDED 31 MARCH 2022

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

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

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

Note B: Cash and cash equivalents

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

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparation

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

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

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

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

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

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

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

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

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

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 49. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Fund accounting

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

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

Incoming resources

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

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

1. the charity has unconditional entitlement to the resources; and

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

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

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

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met . Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable . A grant received before the recognition criteria are satisfied is recognised as a liability.

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

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

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

Investment income is included in the accounts when receivable.

Expenditure and liabilities

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

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

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

1. Office and administration costs incurred in connection with general management of the charity and compliance with constitutional and statutory requirements; and

2. Governance costs incurred in relation to the preparation and audit of statutory accounts, the costs of trustee meetings and the cost of legal advice to trustees on governance or constitutional matters.

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

Leases

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

Pension Scheme

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

Depreciation

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

Short leasehold property - Over the term of the lease

Computer equipment & furniture - 33% straight line

Recognition of Liabilities

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

Recognition of Basic Financial Assets

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

2. CRITICAL ACCOUNTING ESTIMATES

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

3. DONATIONS AND LEGACIES

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

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

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

Although required to disclose the aggregate donated by trustees, the charity recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions.

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

4. RAISING FUNDS

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

5. EXPENDITURE ON CHARITABLE ACTIVITIES

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

6. SUPPORT COSTS

Activity or programme	Office costs	Management	Governance	Total 2022	Total 2021
	£	£		£	£
Raising funds	181,345	331,380	1,605	514,330	324,266
Service provision	272,963	498,800	2,415	774,178	602,355
Promotion / outreach costs	183,133	334,649	1,620	519,402	435,727
Support After Suicide Partnership	-	-	-	-	-
Total	**637,441**	**1,164,829**	**5,640**	**1,807,910**	**1,362,348**

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

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

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

Governance costs relate to the annual audit fee, legal fees and reimbursed trustee travel and meeting expenses. £5,640 was paid in the year to the auditors in respect of audit services (2021: £5,976) and reimbursement to trustees for travel expenses totalling £nil (2021: £nil)

7. STAFF COSTS

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

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

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

8. TANGIBLE FIXED ASSETS

Cost	Short leasehold properties	Office equipment & furniture	Total
		£	£
Cost			
At 1 April 2021	30,106	60,966	91,072
Additions	2,244	34,700	36,944
Disposals		(3,117)	(3,117)
At 31 March 2022	**32,350**	**92,549**	**124,899**
Depreciation			
At 1 April 2021	5,249	16,346	21,595
Charge for the year	**6,673**	**23,328**	**30,001**
Eliminated in respect of disposals		(2082)	(2082)
At 31 March 2022	**11,922**	**37,592**	**49,514**
Net book value			
At 31 March 2021	24,857	44,620	69,477
At 31 March 2022	**20,428**	**54,957**	**75,385**

9. DEBTORS

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

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2022	Total 2021
	£	£
Trade creditors	269,000	282,084
Deferred income	193,554	382,563
Income tax and social security	67,247	56,670
Accruals	144,910	162,235
	674,711	**883,552**

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

11. UNRESTRICTED FUNDS

GENERAL FUND

	Balance at 1 April 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
General fund	5,135,894	5,325,655	(4,549,830)	-	5,911,719
	5,135,894	**5,325,655**	**(4,549,830)**	**-**	**5,911,719**

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

DESIGNATED FUND

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

	Balance at 1 April 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Helpline technology development	200,000	-	-	-	200,000
	200,000	**-**	**-**	-	**200,000**

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

12. RESTRICTED FUNDS

Fund Name	Balance at 1 April 2021	Income	Expenditure	Balance at 31 March 2022
	£	£	£	£
Helpline and webchat service provision	-	1,138,222	1,138,222	-
Helpline technology development	-	46,500	46,500	-
Support to young men at risk of suicide	-	3,615	3,615	-
Website development	-	73,069	73,069	-
		1,261,406	**1,261,406**	-
Gifts in kind				
PR support and campaigning	-	483,487	483,487	-
		483,487	**483,487**	-

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

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

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

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

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

During this year, a grant of £474,328 was received by the Department of Health and Social Care which was solely for helpline and webchat service provision.

13. RELATED PARTY TRANSACTIONS

In 2022 there were:

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

14. PROVISIONS AND FINANCIAL COMMITMENTS

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

WE HAD YOUR BACK.

CAMPAIGN AGAINST LIVING MISERABLY

England & Wales - Charity number 1110621

Accounts

A YEAR LIKE NO OTHER

CALM ANNUAL REPORT 2020-21

CAMPAIGN AGAINST LIVING MISERABLY
CALM

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

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A year like no other

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CAMPAIGN AGAINST LIVING MISERABLY CALM

INTRODUCTION FROM THE CHAIR OF THE TRUSTEES

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

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

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

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

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

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

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

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

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

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

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

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

Of course, we are not alone.

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

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

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

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

We are united against suicide.

James Scroggs

J Scroggs, Chair
03/08/2021

IN 2020/21, THE CALM HELPLINE ANSWERED

147,280

CALLS AND... WEBCHATS

THAT'S A CONTACT EVERY

62 SECONDS

A YEAR LIKE NO OTHER

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

WEBCHAT USER

Needed now, more than ever

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

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

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

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

Here for people throughout lockdown.
No matter what.

FLATTENING THE MENTAL HEALTH CURVE

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

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





CAN'T SEE A WAY FORWARD? CALM IS HERE

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

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



A LITTLE HELP TO GET YOU THROUGH THESE WEIRD TIMES

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

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

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

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

HERE TO MAKE LOCKDOWN EASING, EASIER

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

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

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

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

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

#FEELLIKECRAP? WE'VE GOT AN EMOJI FOR THAT

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

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

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



#FeelLikeCrap

CARLING - CARING TEAM TALKS

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

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

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

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

HEAD & SHOULDERS

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

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



JOE MARLER HELPS THOSE WHO CAN'T FIND THE WORDS

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

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

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

"FELT LIKE I WAS TALKING TO A SUPPORTIVE FRIEND."

WEBCHAT USER



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

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

LOST HOURS WALK

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

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

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

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

EVENTS BACK ON(LINE)

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

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

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

But our supporters didn't stop there...



THE BIG BUZZ OFF

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

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





VIRTUAL RUNNING

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

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

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

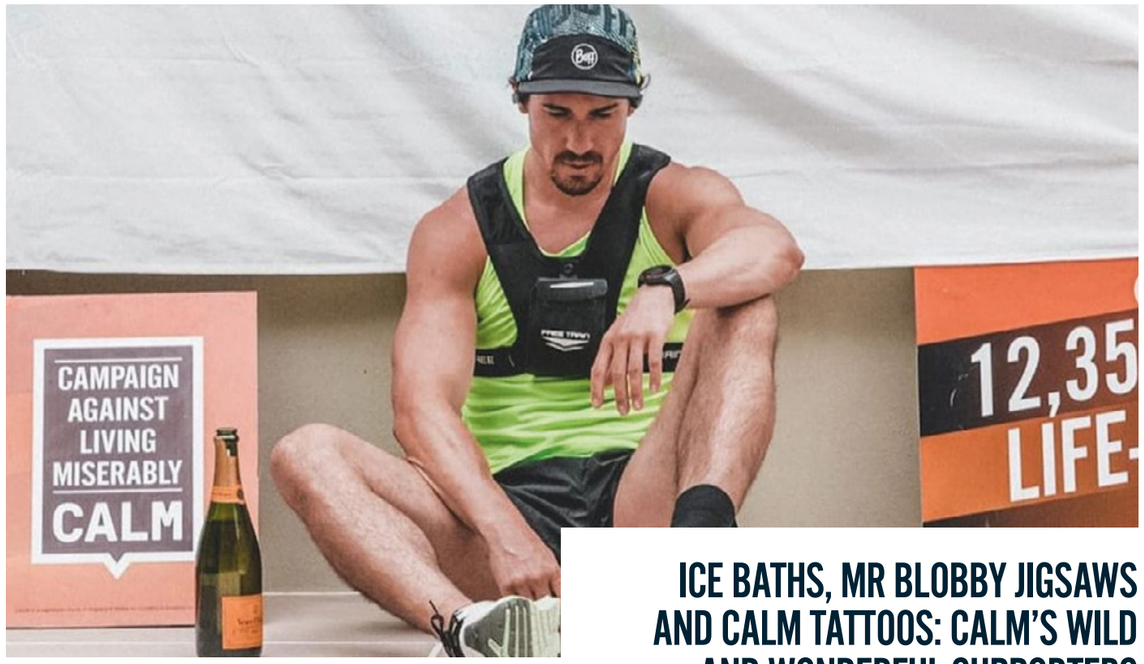
TV personality and fitness influencer Josh Patterson did a 24-hour run around his 14ft patio, doing several marathons (including one in flip flops). He streamed it all on Instagram, and raised an incredible £22,000 for CALM.

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

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

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

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



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

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

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

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

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

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

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

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



CORPORATE PARTNERSHIPS: THE GOOD STUFF FROM THE BEST STAFF



Invesco

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

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

AVEVA

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



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

WEBCHAT USER

GAMING

WITH THE WORLD ON PAUSE, WE GAMED

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

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

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

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

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









LOCK IN - MARIO KART EDITION

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

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

CALM AND FIFA - WE'RE IN THE GAME

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

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

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

DIRT 5

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

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

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







DAYS AND WEEKS FROM A YEAR LIKE NO OTHER

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

CALM AND HEADS UP HEAD TO THE FA CUP FINAL

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

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

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

MAY 18: MENTAL HEALTH AWARENESS WEEK

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

Spotify x CALM

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

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

SEPTEMBER 10: WORLD SUICIDE PREVENTION DAY - NOW TODAY TOMORROW

On World Suicide Prevention Day we wanted to show that we're united against suicide. We know that it's an important time when we can all come together and highlight the life-saving services that are available for anyone going through a difficult time in their life.

But, at CALM, every day is suicide prevention day. In a year when our life-saving services were needed more than ever we wanted to remind people that we're here to help, no matter who people are, where they're from, and whatever their background.

We made the call to everyone to come together and show that now, today and tomorrow we're all united against suicide.

OCTOBER 10: WORLD MENTAL HEALTH DAY - OUR HELPLINE IS A LIFELINE

Our helpline is a lifeline for so many people. A place for all those who find themselves struggling. That's why it's so vital we're here every day, no matter what. On World Mental Health Day in October we shared a film that showed, in their own words, what a call means to the people who use our helpline.

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

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

CHRISTMAS WITH OUR MATES NOEL AND DAVE

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

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

UNITED AGAINST SUICIDE

CAMPAIGN AGAINST LIVING MISERABLY CALM

Kent FA









CAMPAIGN AGAINST LIVING MISERABLY CALM



CAMPAIGN AGAINST LIVING MISERABLY CALM

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

WEBCHAT USER

BRAND PARTNERSHIPS

KENT FA - USING THE POWER OF FOOTBALL TO SAVE LIVES

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

VANS

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

ROYAL ENFIELD HELP TO OPEN IT UP

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

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

EXERCISING KINDNESS

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

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



IMPROVING ONLINE SUPPORT

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

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

GET HELP ON...

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

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

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

CHATBOT

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

PRIDE ONLINE

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

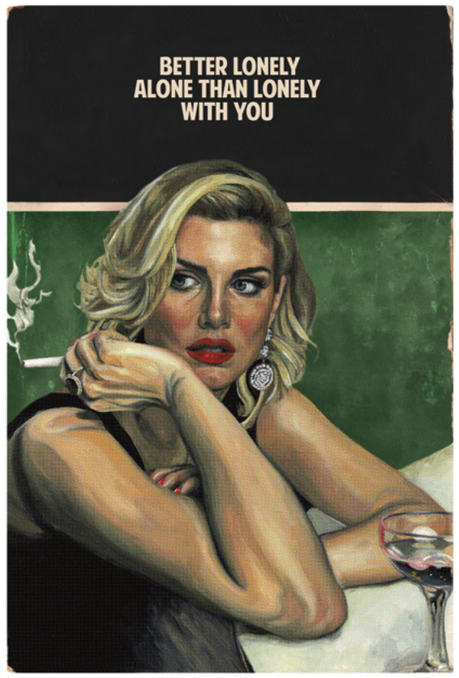
We worked with CALM Ambassador Suzi Ruffell to give a bit of hope and look forward to next year when we can all (hopefully) come together again.

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



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

WEBCHAT USER



CALM COLLECTIVES - FROM IRL TO ONLINE COMMUNITIES

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

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

Together with some top artists we also sold prints:

ART TO SAVE LIVES

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

INTRODUCING: NEW AMBASSADORS (YOU ARE REALLY SPOILING US)

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



ROSIE JONES

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

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

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

SEANN WALSH

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

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

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

SUZI RUFFELL

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

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

RUSSELL KANE

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

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

ARLO PARKS

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

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

ZAK ABEL

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

"Ever since I can remember I've always had some issues with my own mental health. But luckily, I've had people around me, who've been able to help and have guided me in a way where I have some tools to help myself now."

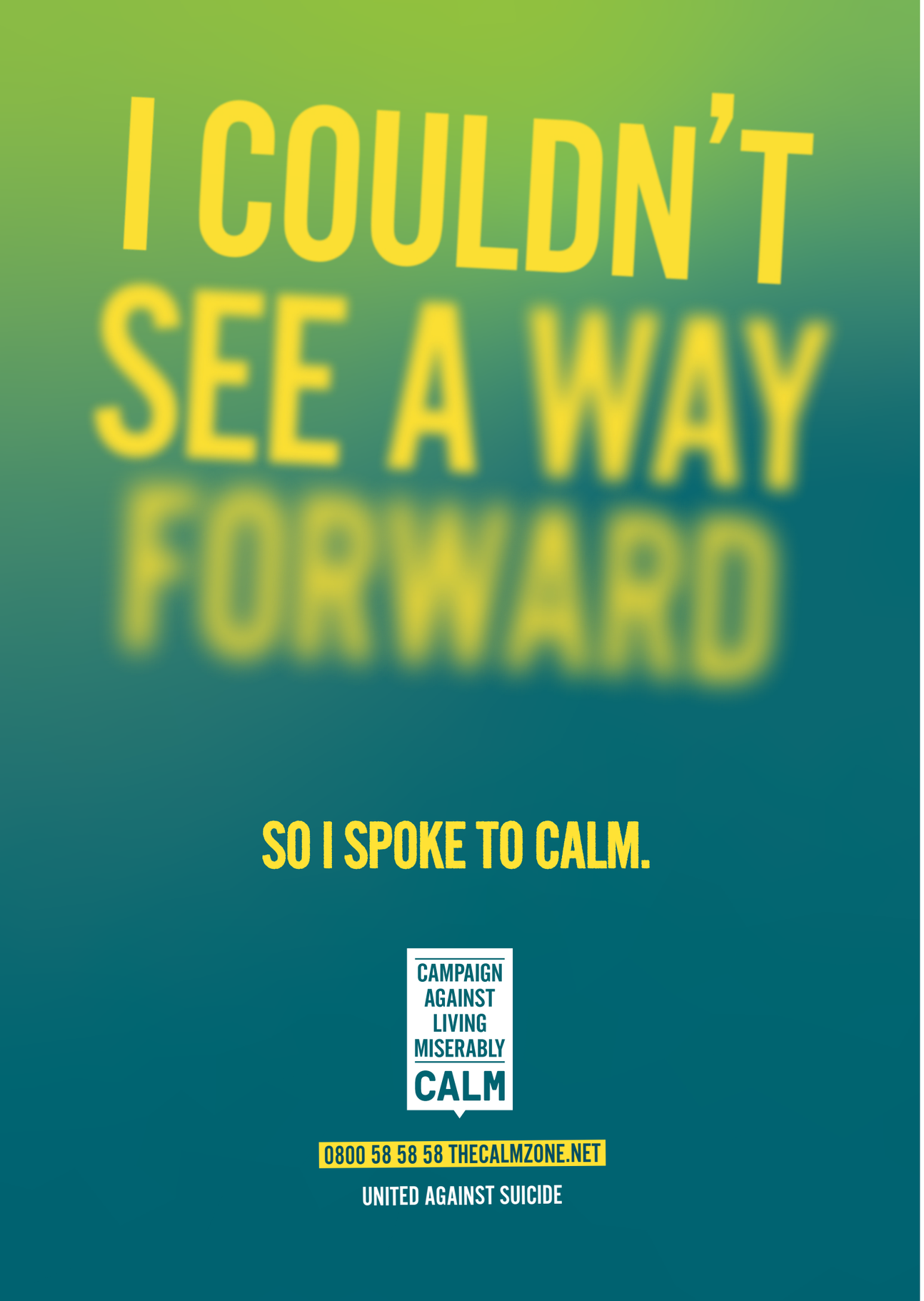
But some people don't have access to that. And I don't feel like that's fair. And so I wanted to do my bit to support a charity which does do that. I think that the idea is brilliant and I wanted to be a part of that."

JULIET ELLIOT

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

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

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



THANK YOU LIST

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

TRUSTEES' REPORT YEAR ENDED 31 MARCH 2021

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

SECTION 1 - STRUCTURE, GOVERNANCE AND MANAGEMENT

1.1 CONSTITUTION OF THE CHARITY AND STATUS

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

1.2 METHODS FOR RECRUITMENT AND APPOINTMENT OF TRUSTEES/DIRECTORS

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

The Chair of Trustees and CEO are continuously assessing new potentials to add to the Trustee Board, working to an optimal board of 13. Trustees/directors are recruited through referrals, recommendation and specific advertising as required. They are invited to meet the Chair, the Chief Executive and a quorum of the trustees/directors to understand skills and fit, before they then meet some of the wider executives. This establishes an understanding of the responsibility and required active governance and contribution to the leadership in achieving the organisation's objectives. Candidates are required to observe several board meetings until such time both parties are confident of fit. Their appointment is by resolution of the board of trustees/directors following which the required legal documentation is completed.

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

1.3 ORGANISATIONAL STRUCTURE AND KEY POLICIES

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

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

The principal policies adopted by CALM are summarised as follows:

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

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

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

- **Investment** – The trustees have the power to invest in such assets as they see fit in agreement with the executive, understanding both short term requirements and objectives, but with a view to strengthening the organisation's strategic position and ability to deliver on its objectives. Aside from retaining a prudent amount in reserves, it is intended that the majority of CALM's funds be invested in current, forecasted operational requirements with few funds for longer-term investments, but with due regard for the short-term liquidity requirements of operating the charity. The trustees maintain healthy cash reserves and utilise those reserves to the best of their abilities according to an in-depth yearly planning exercise. Given the pressures of the pandemic year, the Trustees have been even more mindful of maintaining cash reserves to protect operations.

- **Remuneration** – CALM's remuneration policy is to reward all staff on the basis of: (1) their performance against personal targets; (2) CALM's overall strategic and financial performance; (3) market salaries of a comparable role across all sectors; and (4) the need to retain staff. The remuneration of the Chief Executive is also set at a level which is proportionate to the lowest paid staff member, the overall level of expenditure and market salaries for a comparable role elsewhere.

- **Reserves** – Reserves are maintained at a level that enables the Charity to manage financial risk and ensure financial commitments can be met as they fall due. The reserves policy states unrestricted and undesignated income should exceed six months but are not expected to exceed twelve months of forecast expenditure unless under specific circumstances for which the Executive decides additional reserves are necessary (e.g. during periods of financial uncertainty or in expectation of additional investment in the organisation). This is determined on the basis of: (1) cash flow forecasts, which are updated and reviewed on a regular basis and discussed at trustee meetings; and (2) the nature of CALM's short and long-term liabilities and commitments. CALM's primary driver is therefore always to maintain sufficient funds to meet immediate working capital requirements for the next six to twelve months.

- **Safeguarding policy** - CALM's staff safeguarding policy exists to support staff, volunteers and supporters. Due to the subject matter of the work that is carried out it is important that clear policies, processes and boundaries are put in place to enable staff to carry out their roles in a supportive environment and to protect themselves.

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

1.4 RISK MANAGEMENT

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

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

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

SECTION 2 - OBJECTIVES AND ACTIVITIES

2.1 AIM

CALM focuses upon the prevention of suicide in the UK.

2.1.1 CHARITABLE OBJECTS

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

2.1.2 STRATEGIC GOALS AND PRINCIPAL ACTIVITIES

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

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

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

RED PHASE

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

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

AMBER PHASE

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

2.2 PUBLIC BENEFIT

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

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

SECTION 3 - ACHIEVEMENTS AND PERFORMANCE

3.1 STRATEGIC AND OPERATIONAL GOALS FOR 2019/20

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

3.2 REVIEW OF OPERATIONS

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

3.2.1 SERVICES

HELPLINE AND WEBCHAT SERVICES

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

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

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

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

The number of known suicides prevented by helpline and webchat workers is reported internally. These are calls or chats in which the caller has been actively suicidal, with the threat of imminent suicide and where the helpline worker believes that the caller has stepped back from suicide or where CALM has successfully enabled emergency services to respond.

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

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

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

HIGH RISK

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

SUPPORT AFTER SUICIDE PARTNERSHIP

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

3.2.2 AWARENESS

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

Maintaining relevance in a world changing so quickly is hard work but we have remained adaptive and opportunistic in our approach - being agile in how we deliver as well as benefiting from altruistic brilliance from agency partners that have supported us along the way.

We have utilised a thriving creative team to maximum impact this year too ensuring a consistent supply of attention grabbing campaigns and activations throughout the year.

More partners have turned to CALM than ever before and we have honed our ability to deliver exceptional creativity, working with global brands. Partners such as Spotify, Carling, ITV, P&G and many more have ensured quality of work and quantity of audience.

- 830k users found their way to the CALM website
- Our social posts had 23m impressions
- We gained 23k new followers
- And finished the year with a total audience of 220k

CAMPAIGNS

We have continued to campaign throughout the year. With the tragedy of the pandemic dominating the news agenda and sensitivity around how suicide is being portrayed, we made a concious decision to campaign to offer help, inspiration and entertainment as well as campaigning to raise awareness of our services, knowing more people needed them than ever before.

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

VOLUNTEERING

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

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

AMBASSADORS

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

COLLECTIVES

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

3.2.4 REVENUE GENERATION

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

The widespread restrictions on the UK throughout the majority of the financial year had a significant impact on CALM's ability to fundraise from its usual sources. All challenge events were cancelled, without exception, and supporters were unable to hold their own events. Similarly, businesses faced many challenges, which often reduced their focus on corporate responsibility, and in many cases, made employee fundraising all but impossible.

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

Efforts became focused on:

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

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

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

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

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

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

3.2.6 OPERATIONS

WEBSITE
CALM's website continues to serve three main functions:

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

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

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

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

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

SECTION 4 – PLANS FOR FUTURE PERIODS

4.1 FUTURE AIMS AND OBJECTIVES

2020/21, despite the pandemic, was a transformational year for the team at CALM. The sudden move to working from home provoked strategic, nimble and new ways of collaborative working, fundraising and idea generating. The ambitious strategy that has been set for 2021/22 sees a continuation of this work with new projects planned and a headcount growth of 50% in order to deliver.

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

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

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

4. BRAND
Grow our relevance and resonance to an increased audience

5. REVENUE
Return to pre-c19 revenue growth plan

6. DELIVERY
Invest in people and systems to help calm achieve the strategy

SECTION 5 – FINANCIAL REVIEW

5.1 INCOME

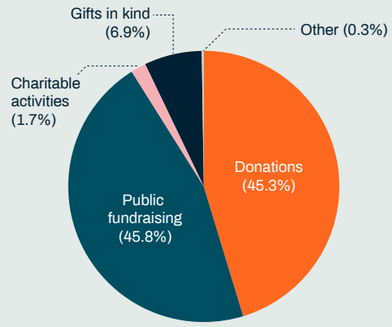
Income for the year was £6,427,000 (2020: £5,693,000), an increase of £734,000 (13%) on prior year. This was achieved as follows:- public fundraising £2,944,000 (2020: £3,514,000), a decrease of 16% due to the cancellation of events following the coronavirus outbreak; donations £2,822,000 (2020: £1,773,000),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

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

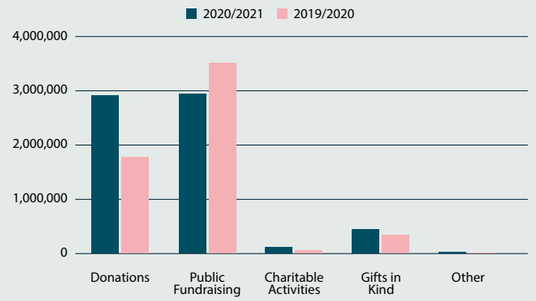
Donations consist of income from trusts, foundations and statutory funders £1,347,000 (2020-: £728,000), an increase of 85%; corporate income £1,475,000 (2020: £1,043,000), an increase of 41%; and other donations £nil (2020: £2,000). Corporate income consists of donations from companies and includes donations from employee events and matched funding of donations raised by employees.

Income is categorised in the following charts:

Income by category



Income by category



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

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

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

5.2 EXPENDITURE

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

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

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

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

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

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

SUPPORT COSTS

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

Expenditure is categorised as follows:

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

5.3 SURPLUS AND RESERVES

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

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

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

SECTION 6 – REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES

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

CHIEF EXECUTIVE OFFICER

Simon Gunning

REGISTERED OFFICE

5 Wootton Street
London
SE1 8TG

CALM OFFICE ADDRESS

5 Wootton Street
London
SE1 8TG

AUDITORS

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

LEGAL ADVISORS

Stone King
Boundary House
91 Charterhouse Street
London
EC1M 6HR

BANKERS

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

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

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

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

SECTION 7 - AUDITORS

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

SECTION 8 - STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS

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

SECTION 10 - COMPANIES ACT 2006

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

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

James Scroggs

J Scroggs – Director, Chair of Trustees

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

OPINION

We have audited the financial statements of Campaign Against Living Miserably (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) 2006 (as amended).

BASIS FOR OPINION

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

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees responsibilities set out on page 40, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

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

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

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

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

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

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

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

USE OF OUR REPORT

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Charities Act 2011, Part 4 of the Charities (Accounts and Reports) Regulations 2008 and section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

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

Chartered Accountants
Statutory Auditor

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

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

STATEMENT OF FINANCIAL ACTIVITIES

INCOME AND EXPENDITURE ACCOUNT YEAR ENDED 31 MARCH 2021

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

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

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

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

BALANCE SHEET

AS AT 31 MARCH 2021

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

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

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

James Scroggs

James Scroggs
Director, Trustee

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

STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2021

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

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

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

NOTE B: ANALYSIS OF CASH AND CASH EQUIVALENTS

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

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

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

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

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

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

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

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

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

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

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

COMPANY STATUS

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

FUND ACCOUNTING

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

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

INCOMING RESOURCES

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

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

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

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

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

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

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

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

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

Investment income is included in the accounts when receivable.

EXPENDITURE AND LIABILITIES

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

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

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

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

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

LEASES

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

PENSION SCHEME

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

DEPRECIATION

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

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

RECOGNITION OF LIABILITIES

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

RECOGNITION OF BASIC FINANCIAL ASSETS

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

2. CRITICAL ACCOUNTING ESTIMATES

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

3. DONATIONS AND LEGACIES

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

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

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

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

4. RAISING FUNDS

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

5. EXPENDITURE ON CHARITABLE ACTIVITIES

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

6. SUPPORT COSTS

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

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

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

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

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

7. STAFF COSTS

Staff costs during the year were:	**Total 2021**	**Total 2020**
Staff salaries	1,596,190	1,355,070
Social security costs	168,189	130,703
Employers pension contributions	89,250	63,465
Total costs	**1,853,629**	**1,549,238**

	Total 2021	**Total 2020**
The average monthly number of employees employed by the charity during the year	37	33
Number of volunteers	0	348
Total volunteer hours provided	0	2,715

Higher paid employees:

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

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

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

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

8. TANGIBLE FIXED ASSETS

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

9. DEBTORS

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

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

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

11. UNRESTRICTED FUNDS

GENERAL FUND

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

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

DESIGNATED FUND

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

	Balance at 1 April 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
Helpline technology development	-	-	-	200,000	200,000
	-	**-**	**-**	**200,000**	**200,000**

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

12. RESTRICTED FUNDS

Fund Name	Balance at 1 April 2020	Income	Expenditure	Balance at 31 March 2021
Helpline and webchat service provision	-	1,018,362	1,018,362	-
Helpline technology development	-	109,731	109,731	-
Support to young men at risk of suicide	-	49,927	49,927	
Improving support information	-	19,296	19,296	-
User preference project	-	39,992	39,992	-
	-	**1,237,308**	**1,237,308**	**-**
Gifts in Kind				
PR support and campaigning	-	444,600	444,600	-
Operational support costs	-	1,850	1,850	-
	-	**1,683,758**	**1,683,758**	**-**

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

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

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

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

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

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

13. RELATED PARTY TRANSACTIONS

In 2021 there were:

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

14. PROVISIONS AND FINANCIAL COMMITMENTS

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