

TOGETHER UNITED AGAINST SUICIDE

**CAMPAIGN
AGAINST
LIVING
MISERABLY**
ANNUAL
REPORT
2022/23

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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 JCDcaux, 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

FL

+

THE LAST PHOTO

20th - 26th June



FL + THE
LAST PHOTO





Ciaran, 28



+

THE
LAST PHOTO

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

759
INDIVIDUAL NEWS FEATURES

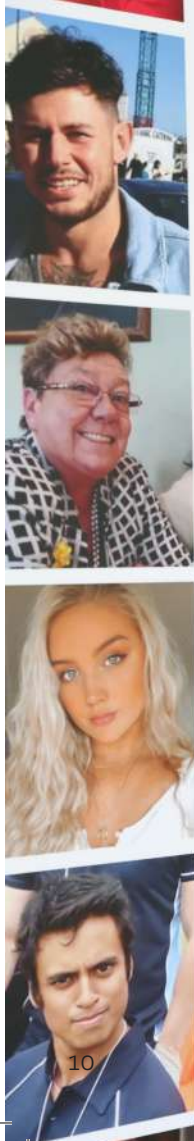
3 MILLION+
VIEWS ON YOUTUBE

17 MILLION
OOH AUDIENCE REACHED

HUGE INCREASES
IN BRAND BUZZ, PROMPTED KNOWLEDGE
& AWARENESS

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





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."



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.

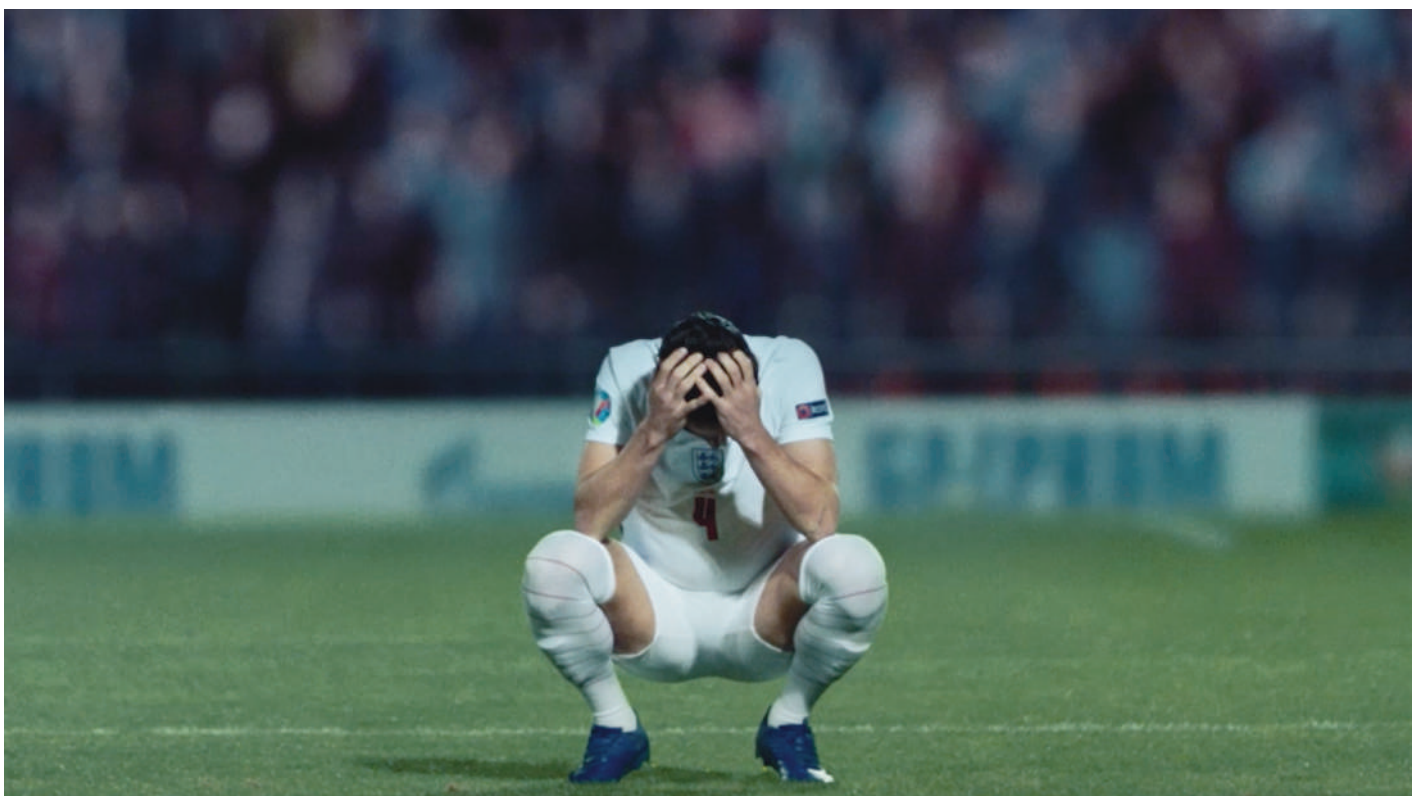
As the buzz around the World Cup intensified, we released the second in our Invisible Opponent series aimed at tackling loneliness.

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.





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.

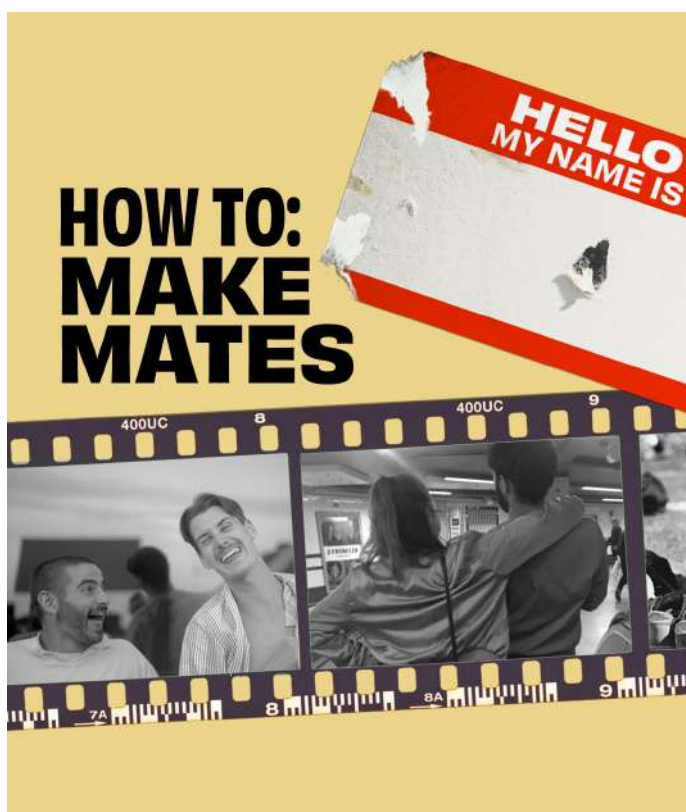
It was proper game-changing stuff and was watched by over 2.6 million people - a YouTube record. Even more incredible? The match raised an astounding £429,751 for CALM's life-saving work.

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

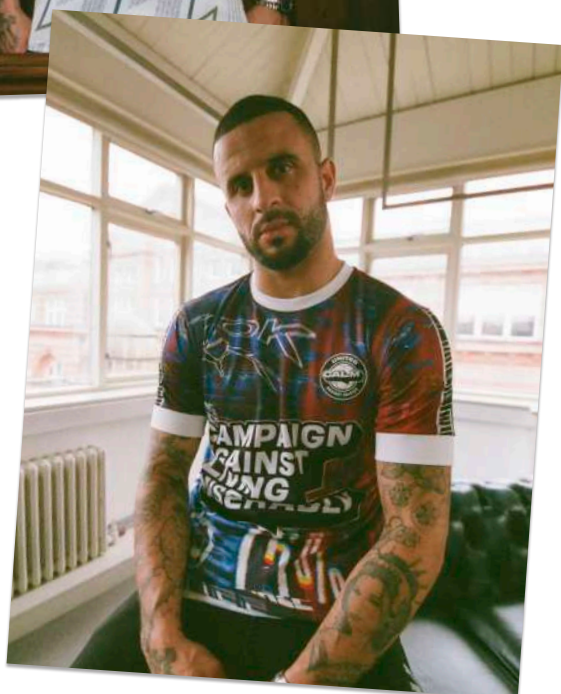
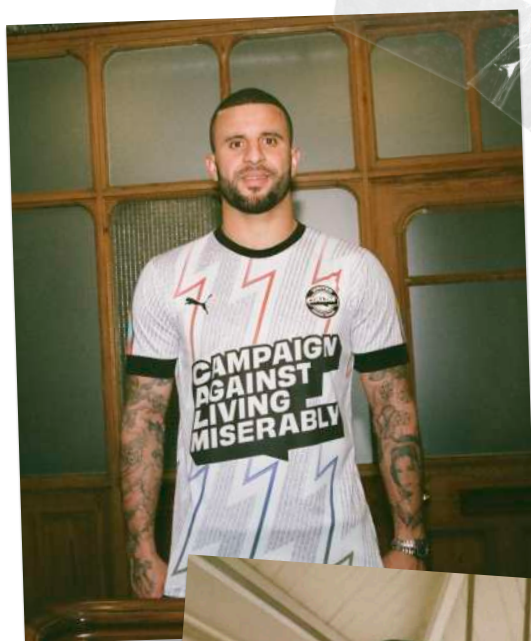
Exercise and getting to the gym can do wonders for your head, so a partnership with Gymshark made total sense. We launched with a pop-up barbershop event in London and followed with Mental Health First Aid training for personal trainers from the gyms.



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."



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:**

STAY

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 ETTEDEGUI 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.

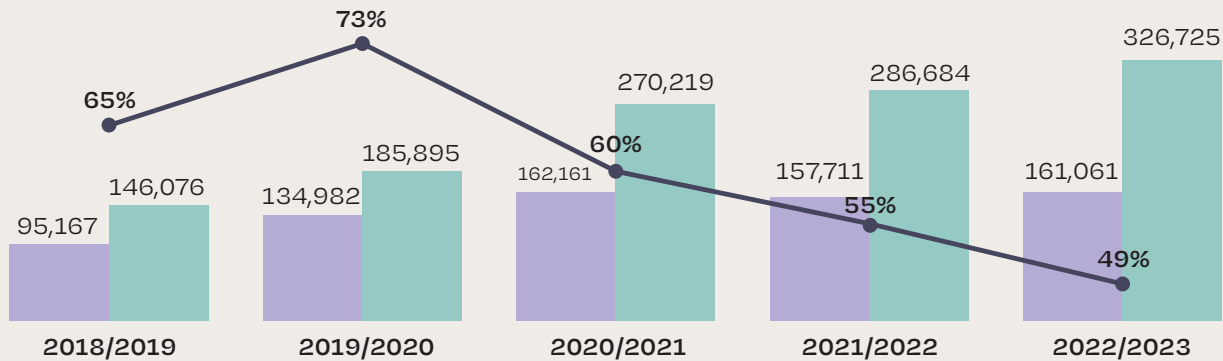
Work continues to improve the efficiency of our helpline, webchat service and the user experience of people in the queue. We launched 'DDD - Divert, Distract, De-Escalate' as a new service to users in the webchat/WhatsApp queue, offering self-help support resources while you wait (e.g. grounding meditation, 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-specific 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 advocacy, 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:

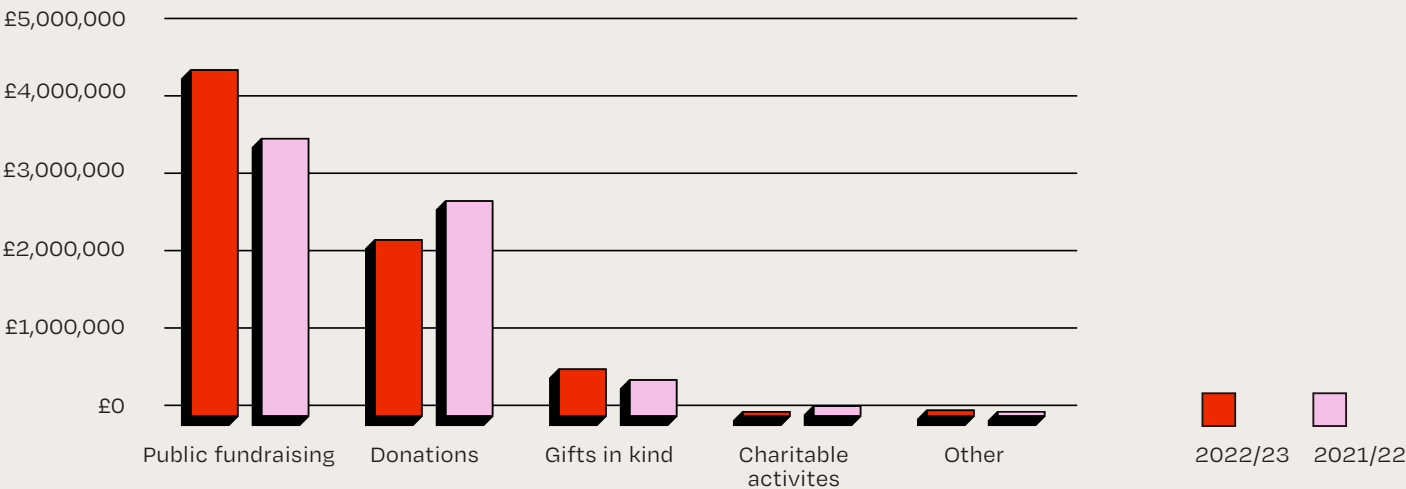
- Public fundraising £4,607,000 (2022: £3,678,000), an increase of 25%. The increase was predominantly driven by an unrepeatable and unexpected £1m gift-in-will and improved performance within community fundraising, particularly with our enhanced focus on digital communities. Challenge events continued 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.

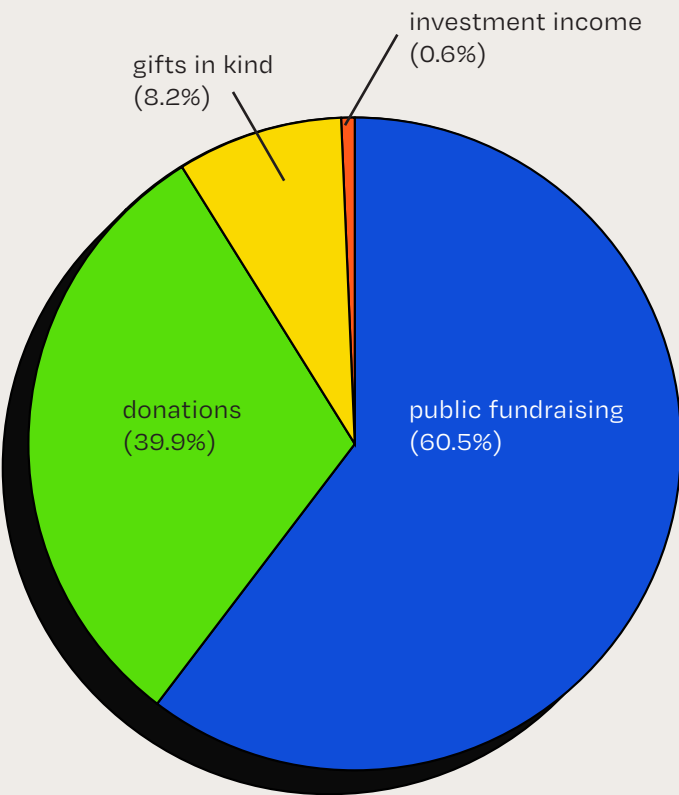
Donations consist of income from trusts, foundations and statutory funders £742,000 (2022: £1,515,000), a decrease of 51%; corporate income £1,589,000 (2022: £1,307,000), an increase of 22%. Corporate income consists of donations from companies and includes donations from employee events and matched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

Income is categorised in the following charts:

Income by category 2022/2023 vs 2021/2022



2022/2023 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 £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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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
- 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.

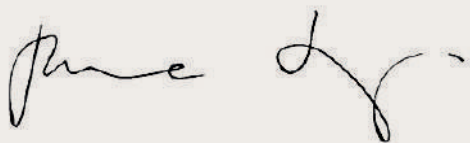
SECTION 9 - STATEMENT OF DISCLOSURE TO AUDITORS

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



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 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 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	<u>6,245,943</u>	<u>1,312,975</u>	<u>7,558,918</u>	<u>6,983,601</u>

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	<u>3,894,555</u>	<u>1,812,854</u>	<u>5,707,409</u>	<u>4,854,906</u>

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:		
£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
	<u>405,192</u>	<u>239,289</u>

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SUICIDE**

