

SAMARITANS

England & Wales · Charity number 219432

Details

Other names	THE SAMARITANS
Status	Registered
Legal form	Charitable company
Company number	00757372
Registered	1963-08-28
Register	View on the Charity Commission register

Contact

Address	The Samaritans The Upper Mill Kingston Road Epsom KT17 2AF
Phone	020 8394 8300
Email	admin@samaritans.org
Website	www.samaritans.org

Activities

Objects: (A) TO ENABLE PERSONS WHO ARE EXPERIENCING FEELINGS OF DISTRESS OR DESPAIR, INCLUDING THOSE WHO MAY BE AT RISK OF SUICIDE, TO RECEIVE CONFIDENTIAL EMOTIONAL SUPPORT AT ANY TIME OF THE DAY OR NIGHT FROM APPROPRIATELY TRAINED SAMARITANS IN ORDER TO IMPROVE THEIR EMOTIONAL HEALTH AND TO REDUCE THE INCIDENCE OF SUICIDE; AND(B) TO PROMOTE A BETTER UNDERSTANDING IN SOCIETY OF SUICIDE, SUICIDAL BEHAVIOUR AND THE VALUE OF EXPRESSING FEELINGS WHICH MAY OTHERWISE LEAD TO SUICIDE OR IMPAIRED EMOTIONAL HEALTH.

Activities: Samaritans is the coordinating body for the 201 Samaritans branches located across the UK and Ireland. Samaritans provides a safe place for people to talk, round the clock, every single day of the year. People can get in touch by phone, email, letter or by visiting a branch. Volunteers also do outreach work, for example, at festivals, prisons, hospitals and schools.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Guernsey
- Ireland
- Isle Of Man
- Jersey
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£27,517,000	£28,048,000	£23,473,000	328
2024-03-31	£24,617,393	£25,897,672	£23,914,652	331
2023-03-31	£23,922,279	£27,944,395	£25,048,000	328
2022-03-31	£27,445,046	£27,755,875	£29,131,580	301
2021-03-31	£28,222,275	£22,048,454	£29,432,759	225

Trustees

Name	Role	Appointed
Amanda Millar		2022-03-31
Andrew Donnell		2022-11-01
Annie Kent		2021-09-25
Dr Anushtayini Sivananthan		2021-08-04
Dr Rosie Jane Allister		2025-01-01
Ella Mae Harriet Dorfman		2025-01-01
Hester Mary Wain		2021-07-23
John Drew		2023-12-18
Keith Leslie		2021-01-01
Philip Charles John William Cliff		2019-03-30
Richard Bartlett		2023-10-01

Linked charities

- BOGNOR REGIS CHICHESTER AND DISTRICT SAMARITANS (219432-10)
- THE SAMARITANS OF BRIDLINGTON AND DISTRICT (219432-11)
- THE SAMARITANS OF BUXTON AND HIGH PEAK (219432-12)
- THE SAMARITANS OF CROYDON AND SUTTON (219432-13)
- DARLINGTON AND DISTRICT SAMARITANS (219432-14)
- DONCASTER SAMARITANS (219432-15)
- FESTIVAL BRANCH OF THE SAMARITANS (219432-16)
- NORTH WEST SURREY SAMARITANS (219432-17)
- ROCHDALE, OLDHAM AND DISTRICT SAMARITANS (219432-18)
- THE SAMARITANS OF BASILDON AND THURROCK (219432-19)
- THE SAMARITANS OF LEEDS (219432-20)
- THE SAMARITANS OF SOUTHPORT AND DISTRICT (219432-21)
- THE SAMARITANS (BURY BRANCH) (219432-22)
- THE CARDIFF AND DISTRICT BRANCH OF THE SAMARITANS (219432-23)
- SAMARITANS OF CHELMSFORD AND MID-ESSEX (219432-24)
- GLOUCESTER AND DISTRICT SAMARITANS (219432-25)
- THE SAMARITANS OF GREAT YARMOUTH (219432-26)
- THE SAMARITANS OF ISLE OF WIGHT (219432-27)
- THE SAMARITANS OF LOWESTOFT AND WAVENEY DISTRICT (219432-28)
- SAMARITANS OF NORTH EAST WALES (219432-30)
- THE SAMARITANS OF REDBRIDGE (219432-31)
- THE SAMARITANS OF SOLIHULL (219432-32)
- THE SAMARITANS OF SUNDERLAND (219432-33)
- SAMARITANS OF STOCKPORT (219432-34)
- THE SAMARITANS OF (TYNESIDE) (219432-35)
- THE SAMARITANS OF WAKEFIELD AND DISTRICT (219432-36)
- SAMARITANS OF WALSALL AND DISTRICT (219432-37)
- SWINDON AND DISTRICT SAMARITANS (219432-38)
- THE SAMARITANS OF NORTHUMBRIA (219432-39)
- THE SAMARITANS OF FARNBOROUGH & DISTRICT (219432-4)
- BEXLEY & DARTFORD SAMARITANS (219432-40)
- SAMARITANS OF BOSTON, LINCOLNSHIRE (219432-41)
- SAMARITANS OF HAVERING (219432-42)
- THE SAMARITANS OF MANSFIELD AND DISTRICT (219432-43)

- TEESSIDE SAMARITANS (219432-44)
- SAMARITANS OF MEDWAY GRAVESHAM AND SWALE (219432-45)
- THE SAMARITANS OF ABERYSTWYTH AND MID WALES (219432-47)
- THE SAMARITANS OF BOURNEMOUTH AND DISTRICT (219432-48)
- THE BRENT SAMARITANS (219432-49)
- THE SAMARITANS, SCUNTHORPE BRANCH (219432-5)
- LINCOLN BRANCH OF THE SAMARITANS (219432-50)
- THE SAMARITANS OF NORTHALLERTON AND THE DALES (219432-51)
- THE BEDFORD SAMARITANS (219432-52)
- THE SAMARITANS OF GRIMSBY, CLEETHORPES AND DISTRICT (219432-53)
- THE SAMARITANS OF WARRINGTON, HALTON AND ST HELENS (219432-6)
- BANBURY AND DISTRICT SAMARITANS (219432-7)
- SAMARITANS OF BARROW, FURNESS AND SOUTH LAKES (219432-8)
- THE SAMARITANS OF BASINGSTOKE (219432-9)

SAMARITANS

England & Wales - Charity number 219432

Accounts

SAMARITANS

Samaritans Annual Report and Accounts

2024/25

Trustees' Annual Report and Accounts

Strategic report	4
Letter from our Chair and CEO	4
Our strategy	6
About this document	7
Our performance	7
Priorities	8
Access	8
Reach	10
Impact	13
Capacity	21
Sustainability	23
Principles	25
Equity, Diversity and Inclusion (EDI)	25
Personal experience	26
Safety and quality	27
Evidence-based	28
Vocal and visible	29
Innovation and technology	31
Environmental responsibility	32
Meeting our environmental responsibilities	32
Creating our environmental road map	32
Work that was delayed, postponed or cancelled in 2024/25	33
Future plans	34
Changes to the organisation	34
Financial review	35
Risks and uncertainties	41
Governance report	44
Our structure	44
Incidents and Reporting	49
Fundraising Activities Statement	50
Streamlined Energy and Carbon Reporting	53
Statement of Trustees' responsibilities	55
Independent Auditor's Report to the Members and Trustees of Samaritans	57

Financial Statements.....	62
Consolidated Statement of Financial Activities	62
Charity Statement of Financial Activities	63
Consolidated and Charity Balance Sheet	64
Consolidated and Charity Statement of Cashflows	65
Notes to the Accounts	66
Reference and Administrative details.....	90
Board of Trustees.....	90
Samaritans senior staff	90
Directors of Branch Operations and Regional Directors (as of 31 March 2025)	91
Samaritans' branches.....	92
Donors and supporters	95

Strategic report

Letter from our Chair and CEO

Thank you to each and every one of you. That's the first and most important thing we want to say. Whether you're a volunteer, supporter, partner or member of staff, everything Samaritans has achieved this year has only been possible because of you.

The second thing that we want to say is that, despite the financial pressures facing the entire charity sector, Samaritans has continued to deliver its core services to people in crisis. Your contribution makes a real, positive difference in people's lives.

The third thing that we want to say is that the Samaritans movement is reflecting on the changing needs of people who contact us, changing technologies and financial pressures to think deeply about the future. We've started important pieces of work to help us better understand the challenges and opportunities ahead, so we can make sure Samaritans continues to be there for everyone who needs us. Not just today, but ten years from now and beyond.

Of course, not everything will change – Samaritans will always be the charity that is focussed on fewer people dying by suicide through the power of human connection. Connecting people in crisis with trained volunteers who will always listen.

Unfortunately, the need for Samaritans is as great as it ever was. Every hour of every day, our volunteers are there to listen to people going through some of the hardest moments of their lives. We are so proud of the compassion, commitment and empathy they bring to every call, every message and every conversation.

At the same time, we are working hard to tackle the causes of suicide. Through research, policy work and the voices of people with lived experience, we're influencing decision makers across our five jurisdictions in the UK and Ireland, changing attitudes and pushing for the support people need and deserve. Whether it's in prisons, hospitals, workplaces or on the rail network, we're building partnerships and helping more people understand how to support someone who may be struggling.

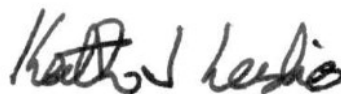
Although our vision will not change, we are reviewing every aspect of how we operate in order to improve our service to those who need us, while navigating a tough environment. We are not in crisis, but now is the moment for Samaritans to change in order to avoid a crisis. Demand is high, and yet capacity and resources are stretched under our current operating model. We achieve great things by working together and we are engaging with the volunteers and staff who make the service possible, with the donors and fundraisers who keep us running and, most importantly, with the people we support, who help shape our services and remind us of every day why our work matters. You can be confident that Samaritans will evolve to better serve people who need us, while changing how we operate to match these challenging times.

Thank you for believing in us and the work we do.

Thank you for helping us save lives.

A handwritten signature in black ink, appearing to read 'Julie Bentley', with a large, stylized loop at the end.

Julie Bentley, CEO

A handwritten signature in black ink, appearing to read 'Keith Leslie', with a large, stylized loop at the end.

Keith Leslie, Chair

Our strategy

We are Samaritans. Together, we work to prevent suicide through the power of human connection. We connect people in crisis with trained volunteers who will always listen. We unite to raise awareness of people's experiences, create partnerships and influence key stakeholders on suicide prevention. Together, we make suicide prevention a priority and reach people before it's too late.

Since launching our strategy in 2022, *Tackling suicide together: providing a safe space in uncertain times*, we've continued working to make sure we're there, day and night, to connect people in crisis with trained volunteers who will always listen, because we make suicide prevention a priority.

This year, we've continued to take important steps to lift our strategy off the page and launch it into action. We've made it easier for people to access our support, extended our reach to more people and built stronger foundations to support our volunteers and staff. We've also spoken out on important issues that impact suicide risk and used our voice to push for change.

Our work is shaped by five key priority areas:

- Access: making sure we are here for those who need Samaritans' service
- Reach: ensuring we are reaching those most in need of our service
- Impact: using our voice to influence real change in suicide prevention
- Capacity: growing a skilled, supported and inclusive volunteer and staff team
- Sustainability: focusing on how to ensure Samaritans will continue to be here for people who need us

Our seven strategic principles also guide our life-saving work:

- Equity, diversity and inclusion (EDI)
- Personal experience
- Safety and quality
- Evidence-based
- Vocal and visible
- Innovation and technology
- Environmental responsibility

Since creating our strategy, we've made progress, but some areas of work have been delayed. Last year, our Board of Trustees extended our current strategy to 2029, and now that we have reached a halfway point in our strategy's journey, we are in the process of reviewing our progress.

Despite the challenges Samaritans has faced we have delivered change in 2024/25. This includes improving volunteer training and services for our callers, reaching new audiences, and working with our partners to prevent suicide. And we plan to build on this so that Samaritans is always there as long as we are needed.

About this document

The following pages highlight how we performed against our strategic priorities in 2024/25.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from The Scottish Charity Regulator, the Charity Commission for Northern Ireland, Ireland's Charities Regulator and relevant bodies within crown dependencies. In particular, Samaritans' core listening and online services are free to the general public. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).

Unless otherwise stated, the service statistics in this report are for the 2024 calendar year. Please see our 2024/25 Impact Report for more information about our work and how it is making a difference.

Our performance

Every 90 minutes, someone in the UK or Ireland takes their own life. We answer a call for help every 10 seconds – calls that could save lives.

Our vision is that fewer people die by suicide and this year we've continued to do all that we can to make this vision a reality. Guided by our strategy, we've listened to people with lived experience, our volunteers, staff and supporters to find out how we can strengthen the impact of our work and reach even more people who need us.

In the following sections of this report, we detail our progress and achievements against our five key priority areas and strategic principles. This is our strategy in action, showing how we work towards our vision that fewer people die by suicide.

Priorities

Access

We're committed to making sure that anyone who needs our support can easily get in touch with us.

What we achieved this year

3.3 million calls for help answered

In 2024 we were there when people needed us most, responding to over 3.3 million calls for help. This included more than 3 million phone calls, over 180,000 emails, around 50,000 online chats, and nearly 800 letters. On average, more than 70,000 people reached out each month, and volunteers answered a call for help every 10 seconds. Just over 1 in 5 emotional support contacts involved someone talking about suicidal feelings or behaviour, and self-harm was mentioned in more than 1 in 16. The demand for support was also clear online, with almost 1.8 million visits to the contact pages on the Samaritans website.

In the UK, the average call answer rate for our helpline in 2024 was 69%. This reflects the proportion of answerable calls that were responded to that could feasibly be answered by a volunteer at the time. While we strive to answer every call, limitations such as volunteer availability and call volume mean that not all calls can be picked up immediately. This figure does not include data from Ireland, as they currently have a separate telephone helpline.

Supporting people in prison

We've continued to deliver the Listener scheme in prisons across the UK and Ireland. Samaritans' Prison Support volunteers visit prisons to train and support prisoners to be Listeners, who provide confidential, emotional support to their peers who are struggling to cope.

In 2024, Listeners provided support over 47,500 times. There were over 26,000 contacts facilitated by prison staff and over 21,000 Listener contacts took place informally during times where prisoners were free to move outside of their cells.

In 2024/25, we focused on improving training to ensure that Listeners and volunteers have the skills to meet the needs of people in prison. A new Equity, Diversity and Inclusion (EDI) training module for Listeners was created, piloted and rolled out to existing Listeners. The training prisoners receive before becoming Listeners, was refreshed and launched, including EDI and postvention modules. The language has been reviewed by The Bell Foundation to ensure that is accessible to learners in prisons.

We've carried out research into self-harm and suicide in specific groups, including people with neurodevelopmental differences and transgender individuals in prison. One of the key research projects, funded by HM Prison and Probation Services (HMPPS), focused on the lived experience of self-harm in prison and the role of support. The findings from this

research have been shared with HMPPS and will be published on our website. Alongside this, we have been able to generate new insights into the delivery of our Listener scheme programme and our postvention support in prisons by strengthening our monitoring and evaluation work. We've completed a new monitoring and evaluation report based on new data from 2024 data, which will help shape the future of the Listener programme and postvention support in prisons.

Prisons are higher-risk environments for suicide, and the people in prison are especially vulnerable. Last year, there were 92 suicides in prisons across England and Wales. In response, we worked with HMPPS to embed Postvention support in every prison. Postvention is the care provided after a suicide to help those affected, including prisoners, trained Listeners, and staff. This process includes prison staff informing prisoners about the death in an empathetic way, Listeners proactively offering support to those most impacted and volunteers speaking to staff.

Through postvention, Listeners offered support to over 2,500 people and had conversations with more than 800 individuals about how the suicide affected them. This approach is helping to build a more compassionate response and reduce further risks in these challenging environments.

Marking 10 years of our free helpline number in Ireland

In 2024 we marked 10 years of the free 116 123 number in Ireland, which the European Commission and ComReg awarded in March 2014. The telecoms providers – BT Ireland, eir, Sky Ireland, Three Ireland, Virgin Media Ireland and Vodafone Ireland – cover the cost of calls and have extended their partnership for another five years. This partnership is supported by Ibec's Telecoms Industry Ireland group. Over the past 10 years, we have answered five million calls for help in Ireland, providing around 700,000 hours of support.

Reach

We're working to connect with all communities, so everyone knows we're here to support them.

What we achieved this year

Raising awareness on World Suicide Prevention Day

On World Suicide Prevention Day (WSPD), we aimed to show that talking about suicidal thoughts doesn't have to be scary. People with lived experience shared their stories, showing that talking can save lives. We also shared our *Finding a way to say it* guide to help people open up about their feelings. Our campaign pages on the website were visited 11,000 times.

One in four people will experience suicidal thoughts at some point in their life¹, but stigma often prevents them from seeking help. A Samaritans poll found only 45 per cent of people feel comfortable discussing suicidal thoughts with family, compared to 74 per cent who talk about mental health.² At Samaritans, we want to change this, as conversations can save lives.

This year, our WSPD campaign reached around 1.4 million and had 300,000 video views on social media. Celebrity supporters like Rylan and Scarlett Moffatt helped us reach 8.2 million followers. We also gained media coverage in over 100 regional outlets, and our branches hosted outreach events. We have formed a working group of people with lived experience to help plan for next year's WSPD campaign.

Challenging the unhelpful 'Blue Monday' myth on Brew Monday

At Samaritans, we know life can be tough, and we want to challenge unhelpful mental health stereotypes like 'Blue Monday,' which was created to sell holidays and reinforces negative mental health stereotypes. Instead, we promote 'Brew Monday', a day to reach out to someone for a cuppa and a chat. We believe feeling low isn't tied to any specific day, so we encourage people to connect and check in with others and talk about how they're feeling.

This year, Samaritans volunteers hosted over 150 Brew Monday events across the UK and Ireland, handing out thousands of tea bags and raising awareness. Our partner Three UK sponsored our Brew Monday campaign this year. Together we encouraged people to 'take three' and spend three minutes connecting over a cup of tea. The campaign trended on social media, with 1.2 million views, 50,000 engagements, and 280 pieces of media coverage.

¹ Mental health and wellbeing in England: Adult Psychiatric Morbidity Survey 2023/4 (NHS Digital, 2025)

² The Opinium survey was conducted between 9-13th February 2024, with a nationally representative sample of 2,001 UK adults.

Encouraging people to use Small Talk to Saves Lives

Our Small Talk Saves Lives (STSL) campaign encourages people to start a simple conversation if they think someone isn't okay at railway stations or other public places, as long as they feel safe to do so. The campaign, delivered in partnership with Network Rail and British Transport Police, encourages people to approach others and offer support through small but meaningful interactions, helping to reduce suicide in public settings.

This year, we launched STSL at London Bridge Station, featuring an art exhibition that highlighted the power of conversation in saving lives. The Power of Words exhibition, created by artist Chris Bishop, shared the stories of individuals who used small talk to help others in crisis. The exhibition included portraits of storytellers Claire, Don and Gary, all of whom made a difference through simple human connection. The campaign ran from 4 March to 25 March 2025.

Phase 8 of STSL delivered broad and impactful reach. Our campaign video was seen by around 3.25 million people through paid media across video-on-demand and online channels. Media coverage of the campaign was extensive, with 266 articles published across regional and national outlets.

Most importantly, the campaign inspired action. Of those surveyed, 93 per cent said it motivated them to act if they saw someone who might need help. A third discussed the campaign with friends or family, and one in five shared it online. These figures reflect a strong public response and growing confidence in recognising when someone may be in distress and knowing how to start a conversation—key elements in preventing suicide in public spaces.

We got people to Talk More Than Football

With two in three football fans struggling with their mental health, the need for open, honest conversations has never been greater. That's why we partnered with Three UK to launch season two of our award-winning campaign, encouraging football fans to open up about their mental health. Talk More Than Football returned in 2024 with a team talk to the nation delivered by former footballer and actor Vinnie Jones. The film served as a reminder to reach out, open up, and support those around you who may be struggling to cope. In the video, Jones gives Chelsea players a surprise motivational team talk, encouraging them to reach out to a mate who they might not have heard from in a while. Research commissioned by Three as part of the campaign found that one in four fans said that seeing well-known people talk more regularly about mental health would help them do it too. The campaign achieved over 140 million video views, including all-day coverage on Sky Sports, and generated more than 400 media pieces, with 28 UK press articles. Beyond reach, the campaign drove real attitude shifts with 91 per cent of football fans who saw the video saying they were more likely to speak to friends and family about mental health.

Growing our impact in Ireland through local partnerships

Samaritans was honoured in 2024 to receive the Humanitarian Organisation of the Year award at the Irish Red Cross Humanitarian Awards on behalf of all our volunteers. The award recognised the outstanding contribution we've made to the lives of others through our work and commitment. The Red Cross specifically commended Samaritans for continuously targeting underserved communities most at risk of suicide through various projects and campaigns. The award has increased our visibility and credibility in Ireland, opening doors to new partnerships and raising awareness of our services. The judges' statement that "Samaritans' relentless commitment to providing emotional support 24/7 underscores their pivotal role in suicide prevention and mental health advocacy in Ireland" reinforces our position as a leading organisation in suicide prevention.

In 2024, we also marked 10 years of being the official Mental Health Partner of Ireland's largest sporting body, the Gaelic Athletic Association (GAA). Together, GAA players and former players join with our volunteers across Ireland and Northern Ireland to reduce the stigma around mental health and encourage anyone in need to seek help. We secured the naming rights of Wexford GAA's second county ground. An estimated 30,000 people go through the turnstiles of the newly named Samaritans St Patrick's Park each year. This will raise awareness of our service among players, members and supporters.

Raising awareness across Scotland

This year, we launched our Samaritartan, a unique tartan created to raise awareness of Samaritans and show support for those affected by suicide. Volunteers in Scotland voted on the final design, and our Lived Experience Advisory Group helped guide the project. The tartan was officially launched in January 2025, just in time for Burns Night, with a teaser outside the Scottish Parliament on 22 January attended by members of the Scottish Parliament (MSPs), including the Minister for Mental Wellbeing, Maree Todd MSP and a video launch starting on 25 January. The video featured a poem by Edinburgh Makar, Michael Pedersen, explaining the meaning behind the tartan.

Samaritartan symbolises the many people in Scotland touched by suicide, with its interwoven design representing connection. It's fast becoming a symbol for suicide prevention in Scotland, helping build brand awareness, promote help-seeking campaigns, and support fundraising.

This year, as part of our work across the West Highlands and Skye, we delivered free workplace and community training to a wide range of organisations and businesses. Our one-day Samaritans course, Conversations with Vulnerable People, helped over 60 people build the skills and confidence to support someone who might be struggling in 2024. From Skye to Oban, we worked with police officers, bus drivers, charity staff, housing association teams and ferry operators. We worked with these people because they are likely to meet someone in distress as part of their job. After the training, 98 per cent said they had a better understanding of how to actively listen and talk to someone who may be vulnerable.

Supporting those at risk in Wales

Our Welsh language helpline continued to offer vital emotional support to callers in their own language. Available every evening, the service supported around 2,000 people. Alongside this, our dedicated network of volunteers across Wales answered 225,000 calls, responded to over 7,500 emails and more than 5,000 online chats, and gave over 111,000 hours of their time. Volunteers also took part in more than 400 outreach events, helping raise awareness and connect with communities across the country.

This year, we partnered with farming support charity Tir Dewi to deliver the *Our Farming, Our Future* project. Designed to reduce suicide risk in rural Wales, the project works closely with Wales Young Farmers Clubs to raise awareness of mental health challenges and deliver peer-led support across Mid Wales. The initiative addresses the isolation and unique pressures experienced by people in the agricultural community and is part of our wider effort to ensure no one is left to struggle alone.

We also launched Open Up Listen Up, a Welsh bilingual campaign aimed at breaking down harmful stereotypes around men and emotional expression. The campaign encouraged men to talk about their feelings and focused on the power of listening. It reached 165,000 adult males across Wales via social media, and was broadcast on YouTube, S4C, and ITVX. The campaign has helped challenge stigma and open up vital conversations around male mental health.

Our volunteers were active at several major events across Wales this year, including Pride Cymru, the Royal Welsh Show, the National Eisteddfod, In It Together, and Green Man Festival. At these events, we offered face-to-face emotional support to those struggling and raised awareness of our services. In total, our Festival Branch provided support to 391 individuals in Wales, ensuring that help was available in their moment of need.

Impact

Making sure our voice is heard across the United Kingdom and Ireland to create change.

What we achieved this year

Working with the media to support safe reporting and portrayal of suicide

Irresponsible or sensationalist reporting of suicide can lead to imitational suicidal behaviour among vulnerable people. That's why Samaritans works closely with the media to promote safe, accurate and sensitive coverage, helping reduce harm and save lives.

This year we celebrated 30 years of Samaritans' media guidelines work, including through a feature in media trade press titled *Suicide reporting: How journalists can help save a life*. We published new guidance on topics such as novel suicide methods, suicides at public places, assisted suicide, and a Suicide Prevention Communications and Campaigns guide for non-media organisations. We also completed a revision of our media guidelines training content and began rolling it out.

Throughout the year, we delivered almost 40 media guidelines advice sessions to media outlets, press regulators, NHS Trusts and Public Health teams. We worked with documentary and drama producers. This included a long-running male mental health and suicide attempt storyline on *EastEnders*. The storyline helped raise awareness of suicide prevention and Samaritans' work, receiving positive media coverage, including a feature on *The One Show* as part of *EastEnders*' 40th anniversary.

We made significant progress with journalism students by introducing suicide reporting training. We delivered sessions at 11 universities teaching journalism courses to support responsible reporting in future newsrooms. We also made a submission to the BBC's consultation on its editorial guidelines.

This year we monitored over 8,500 news articles, including high-profile cases and stories on deaths and inquests related to novel suicide methods. We also achieved strong engagement with coroners, with many agreeing to issue briefings to press and making redactions to Prevention of Future Death reports.

Our paper, *Reducing risk when publishing academic articles about suicide*, was published in *Lancet Psychiatry*.

Working with decision-makers to ensure suicide prevention is prioritised

In the past year, there have been general elections in both the UK and Ireland. These events have significantly shaped our political engagement and influencing work. In the UK, pre-election, we engaged political parties around their manifestos, resulting in commitments on suicide being included in the Labour and Liberal Democrat party manifestos. Post-election, we worked with the Department of Health and Social Care to ensure that the national suicide prevention strategy for England was retained, and we started to build strong

relationships with the new Government, including talking with the new Minister responsible for suicide prevention on their first day in office.

In the lead-up to Ireland's 2024 general election, we engaged with political parties around our key asks, resulting in the Labour Party including specific commitments on loneliness. Post-election, we continued to meet newly elected politicians and raise awareness of our key asks which centred on loneliness, online safety, and language training for elected members. We also submitted a comprehensive consultation response to the Department of Health for Ireland's next suicide reduction policy and attended in-person consultations to shape the strategy succeeding Connecting for Life.

In the UK, we also continued to influence the implementation of the Online Safety Act, a law designed to protect children and adults online. We have submitted several consultation responses to Ofcom, the regulator responsible for implementation of the Act, relating to topics such as illegal harms and transparency guidance. We attended a roundtable with the Minister for Online Safety, Baroness Jones, to discuss the challenges of implementation, with our focus on trying to ensure that small but high-risk platforms are subject to the strictest measures.

We had the highest ever turnout of MPs at the inaugural meeting to re-establish the All-Party Parliamentary Group on Suicide and Self-harm Prevention and at our Brew Monday parliamentary event, which 60 MPs attended including the Speaker of the House of Commons and the Ministers for Mental Health and Public Health.

In addition to this work, we also launched four reports this year. The All-Party Parliamentary Group's inquiry into young people and suicide was launched in Parliament, with the report's recommendations shaped by young people. We launched three reports as part of the Suicide Prevention Consortium, covering issues such as accessing support for alcohol issues and suicidal ideation.

Making public spaces safer

This year, we secured renewal and additional funding for our strategic partnership with National Highways for 2025-28. Within the existing partnership, we have progressed work to support National Highways to improve how they evaluate interventions to reduce suicide on roads, as well as commissioning research into crisis signage and phones, attended and presented at Highways UK and Interchange conference, presented to the National Highways Safety board and, separately, their Safety Executive.

We continued to work on a National Institute for Health and Care Research (NIHR) funded research project with the University of Middlesex, University of Westminster, Canterbury Christ Church University and University of Glasgow. The project aims to investigate whether surveillance technology can effectively reduce suicides and suicide attempts at high-risk public locations.

We have also developed the Public Places Lived Experience Advisory Group, in collaboration with our rail programme, which aims to support and inform policy and practice in public

spaces. We now have nine lived experience advisors (five female, four male, age ranging from 20-65) helping to inform best practice across the rail and non-rail programmes.

Over the past year, we held seven sessions with the Safer Public Spaces Network, a group for people working in high-risk locations. Topics explored included public perception of certain locations, memorials and examples of how to restrict access to prevent suicide.

We also supported 175 requests for bespoke advice and best practice from practitioners at high-risk locations, as well as 108 from Samaritans branches. This advice covered interventions, prevention measures and examples of best practice. We gathered feedback from external stakeholders, and there was a clear boost in confidence after speaking with us. For example, in one survey, before speaking to Samaritans, only 25 per cent felt very confident about their work, but after our session, 37.5 per cent felt extremely confident, and 62.5 per cent felt very confident. Across all surveys, 100 per cent of respondents said they were extremely satisfied with the programme, that responses were timely and that they would recommend the programme to others.

Growing the impact of our work with the rail industry

This year we successfully retendered and retained the contract with Network Rail, securing a new, multi-year partnership. We also expanded our reach and impact, partnering with Amey Infrastructure Wales (AIW) to deliver a new programme of rail suicide prevention work across the Core Valley Lines in south Wales.

The rail programme has now trained over 31,500 rail staff in suicide prevention since 2010, with a further 6,000 trained in trauma support. Our model of upskilling other trainers in the rail industry to deliver our Managing Suicidal Contacts course has resulted in an extra 1,000 staff being trained in 2024/5, in addition to the 2,100 trained directly by us this year.

Our volunteers provided in-person emotional support at stations after suspected suicides on 136 occasions, providing an essential opportunity for rail staff and the public alike to get support. This is made possible by the 990 specially trained volunteers nationwide—a 67 per cent increase since the end of the pandemic.

As part of our new contract, we have actively and explicitly rebalanced our regional activities in order to focus on increasing visibility of Samaritans' services and support in higher-risk communities before there are incidents on the railway. The presence of the embedded Samaritans Regional Development Leads (RDLs), a Samaritans staff team who cover different areas across the rail network, means we can swiftly bring impactful changes to local communities where we know the risk of rail-based suicides is most prevalent. In these areas the team are engaging in in-depth work within both the rail environment (such as signage and staff training) and at a community level, sharing case studies with the rail industry, outlining the works completed.

The team also delivered 11 community roadshows in higher-risk communities, providing emotional support to over 140 people, and engaging with a more than 1,600 people about Samaritans and the work that we do.

Influencing Welsh policy and practice

This year, we continued to use our research and frontline experience to influence Welsh policy and practice. We contributed to the Welsh Government's new strategies for Self-Harm and Suicide Prevention and Mental Health, and worked closely with the NHS Executive and regional suicide prevention leads. We also published *Waiting for Change*, a report exploring suicide and mental health challenges along the parenthood journey in Wales. Grounded in lived experience, this research helped shape policy conversations and highlighted the urgent need for more inclusive, compassionate support for parents. This year, we strengthened our national partnership with Network Rail Wales, Transport for Wales, British Transport Police and other rail industry partners to reduce suicide on the railways. As a result of this collaboration, 200 life-saving interventions were recorded across the Welsh rail network between 2023 and 2024. This partnership also supports rail staff and passengers by improving mental health awareness and emergency response.

Engaging with decision-makers in Northern Ireland

In 2024, we invited Members of the Legislative Assembly (MLAs) and local councillors in Northern Ireland to visit their local Samaritans volunteers to help increase visibility and understanding of our work. During these visits, politicians had the chance to learn about different aspects of our service, including our work with prisons, volunteer training and community outreach.

As a result of spending time with our volunteers, we've seen more interest from political representatives in our policy work. We continue to build strong relationships with them, collaborating on our policy asks. Volunteers have also built stronger connections with their local elected representatives, allowing them to directly address opportunities and challenges in their areas.

Keeping people safer online

Since 2019, Samaritans' Online Excellence Programme has been focused on suicide prevention in the online environment by working to reduce harmful online content related to self-harm and suicide and increasing opportunities for support. This year, the programme took a comprehensive approach to improving online safety and support. We trained 1,550 practitioners from multiple sectors, such as healthcare, education and government, through our monthly live webinar called 'The Internet, Suicide and Self-harm'. This helped build their confidence and skills to address internet use in relation to suicide and self-harm with those they support.

We also reached 393 practitioners through our self-guided e-learning module, designed to boost their knowledge and confidence when having conversations about harmful online content. Our YouTube 'Health Shelf' video series, which includes the voices of those with

lived experience, reached over 10,000 views on social media. These videos help challenge misconceptions and provide insight into suicide prevention. Our Resource Hub, which contains free resources for different audiences, has been accessed over 27,000 times and our Industry Guidelines have been accessed over 12,000 times. We also supported the tech industry to achieve best practice in tackling online harm through our Online Safety Advisory Service and worked closely with Ofcom as the Online Safety Act came into force.

Working in partnership with other organisations

This year, we were proud to host the National Suicide Prevention Alliance (NSPA) and Support After Suicide (SASP), two important organisations working to improve collaboration across the suicide prevention sector and support for those bereaved by suicide.

The NSPA has a wide reach across the suicide prevention community, and membership now includes over 420 organisations and 3,000 individuals. This year, the NSPA has worked to increase engagement with its membership by refining their member journey, improving communications and developing their website. One of the key highlights was the launch of the NSPA Online Forum, a dedicated space for knowledge sharing. This has helped spark new conversations and connections between members.

The NSPA's Lived Experience Network has continued to support lived experience involvement in suicide prevention, including supporting the development of Samaritans' Suicide Prevention in Public Places Lived Experience Advisory Group and working with the City Bridge Foundation to ensure the expertise of those with lived experience shaped the design of their £10m Suicide Prevention Fund in London. NSPA's Lived Experience Influencers contributed to 24 different projects, helping to shape and inform suicide prevention activities.

The NSPA's campaign, "Language Matters" was co-produced with members and Lived Experience Influencers to challenge the stigma around suicide. The campaign generated the highest engagement rates for NSPA since 2021, with a 147 per cent increase in website traffic compared to the previous year. The social media posts reached nearly 50,000 people and generated more than 2,600 engagements.

The campaign's stigma webpage, which became the central hub for content, attracted over 1,000 views. The communications toolkit was downloaded more than 300 times, and over 40 organisations shared the campaign messaging. The campaign also featured an interview with Ruby Wax about her experiences with suicidality, reaching an additional 16,000 people.

Over the past year, SASP has helped members use tools to measure the impact of suicide bereavement support through webinars. They created two new resources on supporting those affected by suicide and gambling harms, and those from racialised communities, developed with organisations and people with lived experience.

They held member meetings on topics like supporting people affected by, but not directly bereaved by, suicide and collaborated with the Suicide Prevention Consortium on its year four report, launched in March 2025. This helped secure additional funding for the project.

They also started NHS Wales-funded research on the experiences of children and young people bereaved by suicide, to create evidence for better support. This research also aims to improve access to services for those facing health inequalities. In total, SASP reached 242 people across seven events, showing strong interest from members. The broader impact is felt by the estimated 800,000 people affected by suicide each year.

Due to the extremely challenging funding environment, Samaritans made the difficult decision that we will no longer be able to host NSPA and SASP in the future. We have supported them to find another host organisation and will continue to be an active member of both NSPA and SASP.

Working to promote responsible reporting and online safety in Ireland

We hosted a high-profile conference with the World Health Organisation (WHO) and Ireland's National Office for Suicide Prevention (NOSP) on "Promoting Safe and Sensitive Media Reporting of Suicide and Self-harm" in September 2024. This significant event prominently featured our Media Advisory Service and brought together international experts, government officials and media professionals. Key participants included Khalid Saeed (WHO EMRO Regional Advisor), Mental Health Minister Mary Butler and prominent journalists such as Sarah Johnston from The Guardian. The conference successfully positioned Samaritans Ireland as a leading authority on responsible media reporting of suicide. It facilitated important knowledge exchange between media professionals, policymakers, and health authorities. The participation of high-profile figures like WHO representatives and government ministers elevated the issue's importance nationally. The event helped strengthen media guidelines and best practice, potentially reducing harmful reporting of suicide and self-harm in Irish and international media.

We continued to engage with the new Office of the Online Safety Commissioner within Coimisiún na Meán (Media Commission). Our ongoing dialogue with the Commission has focused on effectively implementing the Online Safety Code and ensuring appropriate safeguards are in place. This work builds on our previous submissions and consultations with the Commission as they develop their regulatory framework. Our continued engagement has helped shape the Commission's approach to suicide and self-harm content in online spaces. By providing expert input, we've contributed to a regulatory framework that balances content moderation with support opportunities for those in crisis. This helps ensure that content moderators, commission staff and others who encounter distressing content receive adequate training and support, ultimately creating safer online environments while preserving critical support pathways.

Bringing organisations together to push for change in Northern Ireland

In 2024, we helped create the Mental Health Policy Alliance to bring organisations together and push for change in mental health and suicide prevention policy in Northern Ireland. We knew that no single organisation could solve these complex issues alone, so we led the way in bringing key voices together to combine our experience, resources and influence.

The Alliance was born from a clear need: a stronger, united voice to tackle the long-standing mental health challenges shaped by Northern Ireland's history and social issues. By working together, we knew we could make a bigger impact. The Alliance officially launched in September 2024 at an event attended by Health Minister Mike Nesbitt MLA and Mental Health Champion Siobhán O'Neill, which showed strong support for working collaboratively to improve mental health.

Today, we co-chair the Alliance alongside the Mental Health Foundation. Together, we're focused on improving services, reducing stigma and making sure mental health remains a top priority in government policy. This partnership helps us push for real, lasting improvements that can make a genuine difference to people's lives.

Contributing to Scotland's suicide prevention strategy

Samaritans is a strategic partner in *Creating Hope Together*, Scotland's national suicide prevention strategy. We led on Outcome 1: creating environments that protect against suicide risk. This includes work on government and society approaches to suicide prevention, reducing access to means and media reporting.

This work allows us to take part in national decision-making and includes funded work to support staff and delivery. We've held regular meetings with Scottish Government and COSLA, which represents local authorities in Scotland, to influence policy and ensure suicide prevention is considered across different areas. We also commissioned a research report on the social and economic factors that increase suicide risk, which is now shaping future priorities and has generated strong interest across sectors. To reduce access to means, we ran workshops with local leads at high-risk locations to identify barriers and encourage progress in areas where work had previously stalled.

Our media guidelines training has supported responsible reporting across Scotland. Sessions have received positive feedback, including one with Council members in Inverness who said it changed how they would talk about suicide going forward. This work is helping drive real change by bringing policy, lived experience and practical action together.

Capacity

Helping our people grow, feel appreciated and work better together as one Samaritans.

What we achieved this year

Reviewing the roles of our branch leaders

This year, we initiated a significant redesign of how we recruit and select our volunteer directors — a key leadership role at the heart of our service delivery. This work is a critical step towards strengthening our leadership succession and ensuring every part of the organisation has the capable, confident leadership it needs to succeed.

To ensure our volunteer leaders are equipped to support the service effectively, we're designing a consistent, organisation-wide learning offer that builds the skills, confidence and knowledge leaders need to succeed. This will also support aspiring volunteer leaders, helping them to see leadership as achievable and preparing them to step into future roles. This joined-up approach is key to building a sustainable and diverse pipeline of volunteer leaders across Samaritans for the future.

Developing our staff

This year we launched a new development programme for our staff with workshops for all staff with 98 per cent of people leaders and 92 per cent of colleagues strongly agreeing or agreeing their workshop was a valuable learning experience. Attendees have since noted impact such as emphasis on linking objectives to business plans to strategy, giving better quality feedback, better quality one-to-one conversations and making more of an effort to connect with others in person.

With staff, we also launched a number of 'how to' sessions to build key capabilities, focused on coaching and mentoring skills, launch new apprenticeships as well as a sharing a new online learning library including eBooks, audiobooks, and live classes.

Samaritans Training School

Samaritans Training School (STS) provides our central recruitment and training provision to support branches and hubs with their recruitment and training of new listening volunteers. During this period, the STS team managed recruitment and onboarding of new volunteers for our Anglia Ruskin University Hubs, Bradford Hub, Email Hub and Basingstoke branch. During the year, the team managed 257 new volunteer applications, offering and holding individual initial phone calls for potential volunteers. From this, 150 interviews for new Samaritans listening volunteers were booked, of which 102 were held. From a training perspective, the team managed and booked 502 training places to train new Listening Volunteers for a number of branches and hubs. From these, 296 completed the training and went on volunteer in their local branch/hub. The team also held 44 Embedding Development sessions to support new Listening Volunteers further develop their skills, offering 1760 training spaces out to branches and hubs. The STS team also delivered 11 placements for Anglia Ruskin University to around 200 students studying nursing, paramedic

science and social care degrees. In addition, the team supported the delivery of Equity, Diversity and Inclusion training to staff and volunteer leaders.

Volunteer and staff surveys

We ran engagement surveys for both volunteers and staff to understand the satisfaction levels of our people. Our 'volunteer voice' survey achieved an incredible overall response rate of 45 per cent which more than doubled our last volunteer survey response rate from 2022. We were also delighted to see the very high declaration rates of 90 per cent across all the equality monitoring questions from the survey. We had an amazing 96 per cent overall engagement score from our volunteers. Some of the highest scoring responses were that 98 per cent of our volunteers said that they are proud to volunteer for Samaritans, 97 per cent said that they feel that they belong at Samaritans, 96 per cent saying that they would recommend Samaritans as a great place to volunteer and 97 per cent intended to still be with Samaritans in 12 months' time.

Our staff survey achieved a positive response rate of 82 per cent. We were also proud of these results, with 99 per cent of staff proud to work for Samaritans, and 98 per cent passionate about the work we do. Good working relationships also scored highly with 98 per cent saying they have good working relationships with members of their team and 95 per cent having good working relationships with colleagues from other teams. Staff also scored particularly highly on support, with 95 per cent saying that they are treated with fairness and respect, 87 per cent feeling that their wellbeing is supported, and 87 per cent saying that they would feel safe to speak up and report unacceptable behaviours from others. These were all well above benchmarked scores from other organisations.

Based on the surveys, we've created action plans to analyse and look for ways to further enhance the experience of our staff and volunteers.

Sustainability

Creating strong, lasting connections with our supporters so we can continue working towards our vision that fewer people die by suicide.

What we achieved this year

Helping organisations train their staff to have life-saving conversations

This year, STEP, our Samaritans Training & Engagement Programme, delivered more than 600 training courses to over 6,000 people. We added new courses this year, including *Debriefing Conversations to Support your Team*. Our Programme also became CPD certified, meaning it meets recognised standards for Continuing Professional Development (CPD). This certification allows professionals to count the training towards their CPD hours, adding credibility to the courses and supporting wider professional learning and development.

These courses are designed for people who may face difficult or emotional conversations in their jobs, such as emergency services, customer contact centres, and other roles that support vulnerable people. We now have strong evidence of the positive impact this training has, with feedback, statistics and case studies from the organisations we've worked with. These include Amey, Kensington Mortgages, Barclays and the Scottish Ambulance Service.

Inspiring people to support Samaritans through a donation or gift in their Will

In 2024, Samaritans launched the third year of its Winter Appeal under the bold theme *Break the Silence*, spotlighting the urgent need to talk about suicidal thoughts. The campaign aimed to challenge stigma and drive action, encouraging thousands of new and existing supporters to donate, fundraise and engage. The campaign gained additional momentum through support from the band Reverend and the Makers, who dedicated their Christmas single to Samaritans, amplifying reach and impact during the crucial festive period. The appeal raised over £500,000, attracted 4,296 new supporters, and generated 336 media articles, significantly increasing visibility of a topic too often left unspoken.

As part of the Winter Appeal, Samaritans took part for the first time in the Big Give's Christmas campaign, the UK's biggest collaborative fundraising campaign. Its pledge model offers supporters of participating charities the opportunity to double their donations with match funding provided by a charity's pledgers and Big Give's Champions. The campaign raised around £100,000, which included a pledge of £25,000 from one of our corporate funders, Cala Homes, as well as £25,000 from our Big Give champion funder, The Rausing Trust. The campaign attracted 56 new donors and 123 existing donors, 26 of which uplifted their usual gift.

In March 2025, we asked 19,800 supporters to consider leaving a gift in their Will to Samaritans in a moving letter from Laura, who called Samaritans when she was struggling. We know that the decision to leave a legacy gift often takes years. However, we continue to receive responses to the campaign including heartwarming stories from our supporters about why they have decided to pledge such a special gift to Samaritans.

Harnessing the power of events to raise funds for Samaritans

In 2024, Samaritans was the first UK charity to be chosen as one of the beneficiaries for Thankmas, a livestreaming fundraising event led by the YouTuber Jacksepticeye (Sean McLaughlin). It was viewed over 1.7 million times by people across the world, reaching people we could never hope to reach through traditional channels. We also reached over 50,000 live viewers through an in-person interview with our Director of External Engagement. After a hugely successful livestream fundraising event in Los Angeles, Thankmas raised over £450,000 for Samaritans.

In October 2024, after a year's hiatus, we hosted our third Dawn Walk event, uniting over 2,000 participants nationwide to walk in memory of loved ones and raise vital funds for Samaritans. Spanning four days and launching on World Mental Health Day, Dawn Walk surpassed all expectations, raising over £280,000 – more than six times the previous amount raised.

Finally, one of our amazing fundraisers, James Cooper, completed the challenge of running a marathon every single day of 2024 – 366 in total as it was a leap-year. He ran over 9,589 miles, generated impressive media coverage and raised £133,000 for Samaritans.

Principles

Equity, Diversity and Inclusion (EDI)

We will break down barriers to make Samaritans more diverse and inclusive, both through our people but also in who we connect with and support, making sure that we are responding to people's needs in a way that is relevant and meaningful to them and their circumstances.

What we achieved this year

Rolling out Equity, Diversity and Inclusion learning to all our staff and volunteers

We co-created Equity, Diversity, and Inclusion (EDI) learning at Samaritans through a collaborative process involving staff, volunteers, and including people from minoritised communities. We developed learning content that addressed unconscious bias, inclusive language, intersectionality and how to challenge exclusion with empathy. Following a pilot and refinements, we rolled it out to all our people, staff, volunteers and leaders, making EDI a core part of inductions and ongoing development. This work is helping build a more inclusive culture where everyone feels seen, valued and empowered to act and will set us up for the future.

Launching the Speak Up Line

As part of our ongoing commitment to inclusion, safeguarding and wellbeing, we refreshed and relaunched our concerns line in 2024/2025 as the Speak Up Line, supported by a range of resources. This confidential service is available to all staff and volunteers to report inappropriate conduct or unethical behaviour that cannot be resolved locally or where usual reporting channels are unavailable. All concerns are reviewed and investigated by the appropriate teams, in line with our policies. The Speak Up Line plays a vital role in supporting a safe, respectful and inclusive culture for everyone at Samaritans.

Expanding our networks

We continued to invest in and expand our growing range of EDI networks, including LGBTQ+, Samaritans of Colour and disability networks. We hosted a series of dedicated roundtable events for staff and volunteers who identify as carers, parents, neurodiverse, or experiencing menopause, aimed at understanding their lived experiences and identifying ways to improve the support we provide. In parallel, we strengthened our network of EDI leads across our network of volunteer branches, offering ongoing support and development to help embed equity, diversity and inclusion at a local level. We also embedded our EDI Specialist Panel more consistently across key projects, ensuring inclusive thinking is integrated into planning, decision-making and delivery throughout the organisation.

Personal experience

We will ensure the voice of people with experience of suicidal feelings, suicide attempts, self-harm, or bereavement by suicide is central to and shapes all our services, products, campaigns and activities.

What we achieved this year

Lived experience shaping our work in Scotland

This year, we set up the Scottish Lived Experience Advisory Group to involve people with lived experience of suicide in shaping our work in Scotland. The group, which meets once a month, provides valuable advice on our policies, communication and programmes.

The group is also helping with recruitment for the Samaritans Lived Experience Panel in Scotland, which is part of our wider effort to include lived experience in decision-making. This project fills the gap in Scotland, where we previously lacked such a group.

The group provided important feedback on our World Suicide Prevention Day campaign in 2024. They helped us refine our graphics, messaging and platforms for sharing the campaign. Additionally, the group has contributed to our plans for influencing ahead of the 2026 Scottish Election, reviewing past strategies and advising us on which issues and priorities to focus on.

Welcoming lived experience advisors to our Service and Quality Committee

This year we've welcomed two new members with lived experience to our Service and Quality Committee. Their role is to make sure the voices and perspectives of people with lived experience are built into how we review and improve our services and policies. They'll help challenge our thinking in a constructive way, ensuring we consider the real-life impact of our work on those who've experienced suicidal thoughts or mental health struggles.

Samaritans' Lived Experience Panel

Samaritans' Lived Experience Panel has continued to grow in size and continues to help shape and inform the work that we do. There are currently 671 members with lived experience who support our work by completing online surveys every fortnight. These surveys help to shape and inform our thinking, as well as providing feedback about our campaigns, policy positions and media campaigns.

Samaritans' Strategy Review

Samaritans is undertaking a review of our current strategy to ensure it is achievable and that the organisation is able to meet its aims. Members of our lived experience panel have provided insights about what the purpose of the charity should be, our services and interventions, and what makes Samaritans unique compared to others in the sector. Alongside this, two lived experience consultants have been supporting the Strategy Review Project Team to share insights, provide feedback, and shape the new Strategy Roadmap.

Safety and quality

We will ensure a safe, effective and positive experience for all those who come into contact with our services. We will continue to focus on safety and quality, including safeguarding children and adults at risk of harm who seek support from us. We will always look to exceed the expectations of people we support.

What we achieved this year

Reviewing the quality of support offered by our branches

Quality reviews take place in branches as part of a three-year cycle and focus on assessing if branches are meeting quality outcomes as well as outlining any development areas to focus on. This year, we completed 60 quality reviews with branches across the UK and Ireland, which equates to 30 per cent of all branches. As part of the improvement programme we have recruited five new quality mentors to support this quality review process.

Listening to feedback from the people we support

We actively monitor feedback about the service our callers receive in order to make service improvements where required. In 2024, Samaritans volunteers answered more than 3.3 million calls for help, and 626 callers fed back about our service. Feedback includes both complaints and positive feedback and all complaints are investigated. This year there were 533 complaints and 93 messages of positive feedback. We also introduced a new complaints number for callers in Ireland so they receive the same level of feedback service as in the UK.

Reviewing our Quality Outcomes Framework

The Quality Outcomes Framework (QOF) supports our quality assurance approach by helping branches reflect on their practice and identify areas for improvement. Completed within seven months of a new Branch Director starting, the QOF is facilitated by branch leadership with support from quality leads.

This year, we reviewed and refreshed the QOF to better align with current operational practices and to respond to feedback from the network. The updated framework reinforces our commitment to continuous improvement and highlights what good quality looks like across our three core quality aims.

Updating our Operating Agreement

We've updated our Operating Agreement, the key document that sets out what it means to be a Samaritans branch or hub. This agreement is the foundation for our organisation-wide policies and processes. By reviewing and updating it, we've made things clearer and more consistent across our network.

This helps all our branches and hubs deliver the same high-quality support to everyone who reaches out, while also meeting important compliance and safeguarding standards. The clearer guidance also reduces risks and makes it easier for branches and hubs to understand

what's expected of them, so they can focus on providing safe, reliable, and effective support to those who need us.

Evidence-based

We will use research, evidence, insight and data to inform all our services, activities and digital offerings. Where evidence is not available or clear, we will look to work with partners to fill those gaps.

What we achieved this year

Understanding our callers in Ireland

We completed and published our first comprehensive examination of the experiences of Samaritans' callers in Ireland. This study provides a crucial evidence base that directly supports Samaritans Ireland's strategic priorities and strengthens our contribution to national suicide prevention efforts. This important research project surveyed 586 participants, including over 390 direct callers, 126 people who signposted others to Samaritans, and 65 who knew someone who used our services. The research demonstrated strong overall satisfaction with Samaritans' listening approach, with 84 per cent of callers feeling we provide a safe space, 79 per cent feeling genuinely listened to, and 73 per cent feeling supported. We found that callers more familiar with the service had an improved experience, with 100 per cent of daily, weekly, and fortnightly callers reporting feeling listened to.

By gathering insights from callers across Ireland, we can make informed decisions to enhance access to our services, particularly for underserved populations and first-time callers. Following our research launch, the issue of loneliness and our call for a national strategy was debated in the Seanad, with the matter subsequently brought to the Taoiseach's office.

Researching how insecure work and financial instability contribute to suicide risk

In 2023, we launched a Scottish research project called *Paid Yesterday, Broke Today*, in partnership with academics from Strathclyde University. The project explored how insecure work and financial instability can contribute to suicidal thoughts and behaviours. The research included an online survey, followed by in-depth interviews, and finished with a co-design workshop involving people with lived experience. Together, we developed eight key recommendations aimed at helping reduce suicide risks linked to financial and employment insecurity in Scotland.

The report was launched at the end of 2024 and shared with stakeholders, including Members of the Scottish Parliament (MSPs), in early 2025. It's now being used to influence change. MSPs showed strong interest, attending our drop-in event at Parliament, and we've followed up to discuss future collaboration. We've also been meeting with organisations like The Poverty Alliance, STUC, Scottish Youth Parliament, Campaign to End Loneliness, and

Andy's Man Club to explore joint work on the issues raised in the report. For example, Andy's Man Club shared an article during Debt Awareness Week about how financial stress affects men's mental health. We continue to share the report's findings widely, helping raise awareness and push for practical changes across different sectors.

Evaluating our online chat pilot

Our online chat pilot service is helping us reach people who might be more comfortable typing than talking. It allows us to give people more choice in how they contact us in real time and reach those who may not want to speak over a call or don't have the option of talking over the phone. 700 volunteers from nearly 80 branches are currently supporting this pilot five evenings a week. This year, we launched a full evaluation of our online chat pilot service, funded by The Prudence Trust. The aim was to better understand the impact of the service on both the people who use it and the volunteers who deliver it. It also gave us a chance to reflect on everything we've learned since the service began in 2020 and to plan how we can safely grow and improve it.

To carry out an independent evaluation, we brought in expert research partners, the Tavistock Institute of Human Relations and Habitus Collective, who ran focus groups with different age groups and volunteers between November 2024 and January 2025. These sessions gave us powerful insights that shaped the final evaluation, published in April 2025. The report is a major step forward, helping us build on the strong foundation already in place and guiding the future of the service.

The evaluation of the online chat service found that the service is effective in reducing distress for callers and that it offers a unique form of support that complements Samaritans' telephone-based listening services. In addition, the evaluation identified key areas for development and further improvement, particularly in managing user expectations, enhancing volunteer training, improving accessibility, and addressing wait times, all of which will be taken into account as we move towards providing this service on a 24/7/365 basis in the coming years.

Vocal and visible

We will never shy away from raising our voice and campaigning on issues that matter to us, particularly those that directly or indirectly impact people's risk of suicide, such as inequality, deprivation, prejudice and unfair treatment.

What we achieved this year

We showed that we Believe in Tomorrow

In 2024, for the first time in Samaritans' history, we were the official TCS London Marathon Charity of the Year. With ambitious income generation at the heart of the project, our year as Charity of the Year also presented a huge opportunity to break down stigmas associated

with suicide. We raised a total income of £1,159,000 from our campaign, thanks to our 286 charity place runners and the 197 ballot place runners who also chose to run for us.

We also achieved a staggering 1,653 pieces of media coverage with numerous in-depth feature pieces with Team Samaritans runners and 50 minutes of BBC TV coverage over the course of marathon week. This equated to 309 million opportunities to see. According to our brand tracking, 37 per cent of people saw our Believe in Tomorrow campaign.

World Suicide Prevention Day

This World Suicide Prevention Day, we wanted to show everyone that talking about difficult feelings, including suicidal thoughts, doesn't have to be scary. By talking more openly about suicide, we can give people the chance to express how they feel and get the support they need. As part of this campaign, we shared Rebekah's story about how she reached out to Samaritans for support through an incredibly powerful film.

Responding to violence and racism

During the tragic riots that began in August 2024, we spoke out to condemn the abhorrent racial and religious violence gripping the UK. As part of our commitment to being more vocal on issues that impact mental health and suicide risk, we shared a series of supportive and visible messages across social media.

Our post on 5 August directly addressed the violence, describing it as "distressing and frightening" and reassuring people they were not alone. This message received over 1,200 engagements, including more than 500 likes and 400 reposts, showing strong resonance with our audience. On the same day, a high-performing Instagram post achieved the greatest engagement of the series with over 2,500 interactions, including more than 1,600 likes and over 700 shares.

Raising our voice for change

This year, we continued to speak out on the urgent need for suicide prevention and better support for those who are struggling. Following the release of suicide statistics by the Office for National Statistics (ONS), which showed that suicide rates in England and Wales had reached their highest level since 1999, we contributed to national media coverage, including reporting in The Guardian.

We also used opinion platforms to highlight the wider social issues affecting mental health. In The Big Issue, we published an article exploring the devastating impact of debt and the rising cost of living on people's mental wellbeing. The piece called for a more compassionate response to financial hardship and emphasised the importance of support being available before people reach crisis point.

Samaritans' presence on X

We undertook a review of our usage of the social media channel X, formally Twitter. There have been growing challenges as a result of changes to the operating model in recent years, including content moderation, reinstatement of banned accounts, and a focus on free speech. As a result, we are concerned about the increase in hate and toxicity that goes unchallenged by the platform.

We looked at the performance of X for Samaritans, heard from branches about their experience on the platform, and looked into what other charities are doing in relation to their social media activity. As an organisation, we considered a range of options and concluded that X remains an important platform for us in many areas, and we use it to communicate with audiences connected with Samaritans and to engage with the public on issues relating to our vision that fewer people die by suicide.

We reach a wide audience and we believe that by remaining present, we can continue to provide hope, human connection, and support. So we have decided to maintain our presence on X for now. However, in light of the concerns and challenges X presents, we will continue to monitor this and, following a consultation with our branches, we will now support branches to move away from X and use alternative platforms.

Innovation and technology

We will encourage innovation and keep pace with developments, so that we can offer up-to-date and responsive services to the people who contact us, 24 hours a day, and the most effective platforms for our people.

What we achieved this year

Making our helpline fit for the future

This year, we upgraded the system that receives calls and messages across the UK from members of the public in need of our service. The new platform, called the Listening Centre, now handles all our UK services, including phone calls, online chats, and the Welsh language line.

This major upgrade replaced the old system, which was due to be switched off at the end of 2024. The transition was carefully planned in phases to avoid any disruption, and by the end of November, all branches were using the new system. Thanks to this work, there was no downtime for callers, and callers and volunteers now benefit from better sound quality, easier call logging, and a more reliable system overall.

The Welsh language line is now fully integrated into the same system as our UK helpline for the first time, and we're preparing to bring Ireland's phone service onto the platform next. In the future, all Samaritans services will run on one streamlined system making things simpler for volunteers and more efficient for the whole organisation.

Environmental responsibility

We will build a sustainable approach as we embrace hybrid working and volunteering and develop a better understanding of our energy footprint.

What we achieved this year

Securing green energy for Samaritans

As part of our commitment to sustainability, we procured a new Green Energy contract that incorporates 100 per cent renewable energy from wind and hydro assets. This contract covers the supply of electricity across the central charity branch and property estate, including approximately 60 individual premises. We are committed to continuing to source green energy on an annual basis.

Meeting our environmental responsibilities

We appointed an Environmental Consultant to act as our Lead Assessor and successfully completed our second Streamlined Energy and Carbon Reporting (SECR) submission. This report captures all energy-consuming assets and activities in the UK for the 2024/25 reporting year.

This year we qualified for the Energy Savings Opportunity Scheme (ESOS) Phase 3 and have previously submitted our first ESOS report to the Environment Agency, ensuring compliance with mandatory energy assessment and auditing requirements.

Creating our environmental road map

We have created an environmental road map outlining our planned initiatives and focus areas related to environment and sustainability for the 2025/26 fiscal year. This roadmap will guide our ongoing efforts in reducing environmental impact.

A new Environmental Policy Statement has been drafted, reinforcing our strategic direction and commitment to sustainable practices across our organisation.

Work that was delayed, postponed or cancelled in 2024/25

Like many charities, we had to make some difficult decisions during 2024/25. Due to changing priorities, limited resources or capacity challenges, a small number of planned activities were delayed, postponed or cancelled.

We've outlined these below, along with the reasons behind each decision.

Transitioning our email service to a new platform: We had planned to begin transitioning our email service to the Listening Centre earlier in 2024/25. However, due to technical delays and the need to ensure the new system fully meets Samaritans' requirements, this work has been postponed and will now continue in 2025/26.

Piloting regional influencing: We had planned to pilot some regional influencing work, to complement our national influencing, but didn't have enough capacity to get it off the ground this year. We've now appointed a Volunteer Lead for Influencing and they'll be working with us in 2025/26 to get this pilot started.

Expanding our online safety research and advocacy in Ireland: We're exploring the development of an Ireland-specific version of our Online Excellence Programme and the reactivation of the Online Safety Alliance (OSA), which Samaritans previously chaired. This coalition was instrumental in developing research and policy on suicide and self-harm content online but has been inactive since the Online Safety Codes were finalised.

While this work remains a priority, especially given Ireland's evolving online safety legislation and cross-border research challenges, resource constraints have limited progress. We remain committed to advancing this initiative to strengthen Ireland's approach to online safety when appropriate funding becomes available.

Introducing a new Customer Relationship Management (CRM) tool: We had hoped to introduce a new Customer Relationship Management (CRM) tool in Scotland to help us keep track of external contacts, improve how we work together as a team, and make our processes more efficient. But due to limited capacity and some issues integrating the chosen system, we weren't able to move forward with this during the year.

Launching an Ireland-specific Lived Experience Advisory Group: Development of an Ireland-specific Lived Experience Advisory Group was delayed due to capacity issues in 2024, but it remains a priority for 2025. This initiative aims to ensure that people with lived experience of suicidal feelings, suicide attempts, self-harm, or bereavement by suicide in Ireland have a direct voice in shaping our work within the Irish context.

Future plans

Looking ahead to 2025–26, Samaritans has set out a clear and focused business plan, approved by its Board of Trustees, to help bring its long-term strategy to life. The plan centres around key areas of work that will support real transformation across the organisation.

Changes to the organisation

Mid-strategy review: Our mid-strategy review aims to assess what we've done so far, reflect on the difference it's made and identify potential adjustments. It will be undertaken in the context of our future proofing work to ensure both the medium and long-term sustainability of the organisation. It will involve revamping the KPIs that each team uses to track their own contribution to the strategy and revising planning, budgeting and reporting.

Listening service insights: This programme aims to put Samaritans in a position to generate more meaningful insights into the difference that our listening service makes to the lives of those we support.

Service redesign: We will review the design of our listening service delivery model and what it should look like in the long term.

Essential projects

Digital transformation programme: We will extend the Listening Centre to include voice calls for Ireland branches and provision of the email service so that all three key listening services are being delivered across the UK and Ireland using the same platform.

Email service: Samaritans will provide a safe, effective and sustainable email service delivered by our virtual Email Hub in partnership with physical branch volunteers.

Online chat: We plan to implement recommendations from the evaluation and transition to the new Listening Centre platform.

Quality assurance in Ireland: We will work on developing quality assurance and parity between service users in Ireland and the UK (includes developing listening in and feedback, plus feedback for written word and central complaints processes).

Answered call rate: We aim to improve capacity against demand for our telephone service, particularly during the night and early morning, ensuring that people are able to consistently access our services when they need them most. This includes developing and piloting regional rotas and remote volunteering.

Volunteer and employee leadership capability: We will focus on our approach to attract, recruit, develop and succession plan for volunteer and employee leadership roles. This will ensure that our services, work, volunteer and staff teams are well-led into the future.

Financial review

Overview

This was the third year of our strategy: *Tackling suicide together*. Given the ongoing economic challenges and uncertainty, we have continued to prioritise and focus on critical activities to support our strategy. The key strategic project during the year was the transition to our new Listening Centre platform.

The financial statements of the consolidated charity group for the year ended 31 March 2025 show a net decrease in funds of **£0.4 million**.

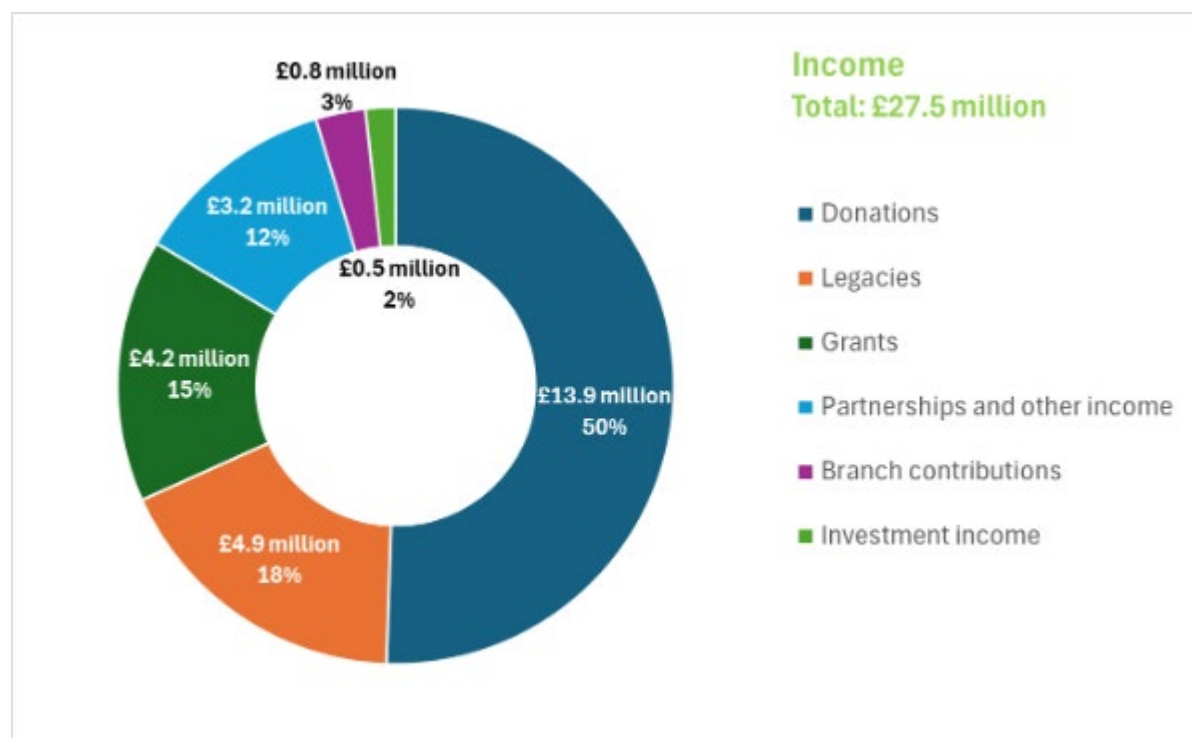
The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2024, our volunteers spent **more than 910,000 hours** answering calls for help, which is estimated at a value of **£17.0 million***. The total value of time given by our volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included.

Volunteers are the foundation on which the strength of Samaritans' service is built.

**Applying the median gross hourly rate for full time workers in the UK*

Source for earnings data: Office for National Statistics

Income



Total income for the year was **£27.5 million** (compared with £24.6 million in 2023/24).

The UK Giving report 2024 (Charities Aid Foundation) reports that 55 per cent of those surveyed gave to charity through donation or sponsorship in 2024, compared to 58 per cent

in 2023. Despite the continued decline, this has slowed compared to the fall of 8 per cent in the previous year.

The Blackbaud Status of UK Fundraising: 2024 Benchmark Report found that like the previous year, the economic situation – and specifically the fall in income from donations – is a challenge across the sector. 46 per cent of organisations saw income stay the same or decline, whilst 36 per cent saw an increase. The data indicates that increases were likely due to exceptional gifts or new activity which suggests that these may not be sustainable income streams. Whilst Samaritans performed well against income targets, it should be noted that areas like Individual Giving did not reach target and therefore investment will be required to grow more sustainable income to provide long term financial growth.

Across public giving income streams, community and events and legacy income performed ahead of expectations and, alongside donations from individuals, continue to be the largest sources of income. To develop our individual giving programme we will be investing in new fundraising initiatives to grow predictable, long term, sustainable income by recruiting new regular giving supporters and increasing the number of supporters that receive our appeals. This year we also onboarded a new marketing partner to grow our supporter base and improve engagement rates. Following our initial testing across digital channels last year, we have seen positive results from this work and our winter campaign raised £500,000, showing that we are benefitting from a greater understanding of our audiences.

Once again, the legacies programme in the UK, including branch legacy income, raised its highest income total since it was established, at £4.9 million. This growth is higher than the sector average, showing that the work and investment we are putting into the programme is working. Over the coming year we will continue this investment to ensure continued growth, contributing to longer term sustainable income.

Community and events fundraising raised £4.0 million, an increase of about 50 per cent compared to the previous year. This was in part due to securing a partnership with Thankmas, a livestreaming event hosted by the influencer Jacksepticeye, raising over £450,000. Samaritans was also the TCS London Marathon charity of the year which raised our profile at this event and many others. As a result, we have seen an increase in the number of participants taking part in challenge events and raising money for Samaritans.

High value income performance improved on the whole following two difficult years. This was underpinned by strong growth in major gifts, trust income and commercial revenue from training sales as well as a more moderate increase in statutory income, whilst our position on corporate partnerships fundraising (previously in decline) stabilised.

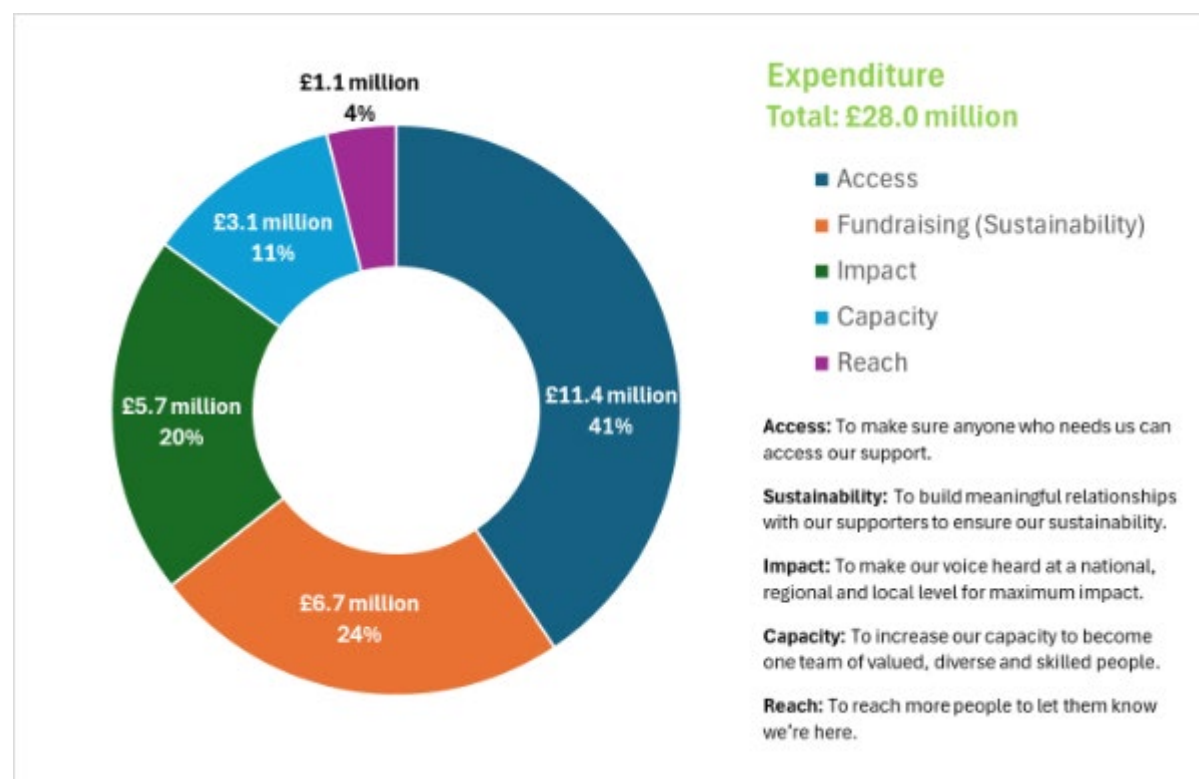
We were able to secure significant restricted income from trusts for various programmes of work, most notably Samaritans digital transformation work. We also benefitted from extraordinary gifts from long-term funders winding down their endowments.

The growth in major gifts (60% year-on-year to £750,000) and training income (35% to £1.1 million) is a result of increasing market share and investment in these funding streams.

We remain committed to putting supporters at the heart of our fundraising and we're incredibly grateful to each and every donor for their support. A list of our major supporters can be found on page 95 and 96.

We recognise the importance and value of our long-term funder relationships. This year we continued to receive support from loyal supporters including Cala Homes, Pears Foundation, Prudence Trust and Three. In addition to the fundraising activities mentioned above, our other major funding streams included our partnership with Network Rail for the delivery of a suicide prevention programme which was renewed this year, grant funding from the governing bodies of prisons across the UK and Ireland to support the prison Listener scheme, and commercial income raised through Samaritans Training and Engagement Programme (STEP).

Expenditure



Total consolidated expenditure, including the value of donated advertising, increased from £25.9 million in 2023/24 to **£28.0 million**.

This position reflects the decision taken by the organisation to deliver a new Listening Centre platform in 2024/25 (£1.4 million), and while most of this is one-off in nature, it has also meant an increase to the ongoing costs for running the new platform, some of which is reflected in the 2024/25 expenditure. In addition, there was an investment in income generation expenditure to support the income growth seen this year, including to deliver the partnership with Thankmas and the TCS London Marathon charity of the year.

During 2024/25, fundraising costs were **£6.7 million**, an increase of £0.8 million compared to 2023/24 reflecting the additional investment in income generation as well as the higher volume of commercial activity via STEP.

Total charitable expenditure amounted to **£21.3 million** in 2024/25 compared to £20.1 million in 2023/24. This is analysed in detail in Note 7 to the Accounts.

We're committed to maximising the proportion of expenditure in developing and delivering our service, responding to the demand for our services and reaching more people through the communication channels they wish to use.

Charitable expenditure during 2024/25 represented 76% of total expenditure (77% in 2023/24).

Reserves policy

In setting the reserves policy, the Board of Trustees considers the need to provide against any future income shortfall, fulfil working capital requirements and allow funds to be available to support service developments. This is balanced against the need to spend reserves now to deliver activities to meet beneficiary needs.

The target range for free reserves has been set at **between four and twelve months** of general expenditure, which as of 31 March 2025 equates to £7.2 million and £21.5 million respectively.

As of 31 March 2025, the total consolidated funds held by the group amounted to **£23.5 million**. Of these funds, £21.8 million is unrestricted and £1.7 million is restricted. Within unrestricted funds there are four designated funds amounting to £9.8 million:

- £6.7 million representing fixed assets including all the SCC branch properties;
- a £2.8 million Strategy & Future Proofing fund to deliver the 2022-2029 strategy and to begin a new programme of work to secure the long-term future of Samaritans;
- a £0.3 million Service Expansion fund to widen the reach for beneficiaries; and
- a property maintenance fund to maintain SCC branch properties (topped up and fully utilised during the year).

The remaining unrestricted funds are classed as free reserves. As of 31 March 2025 free reserves stood at £12.0 million (£12.1 million in 2024), equating to **6.7 months** of general expenditure (7.2 months in 2024), which falls within the target range.

The reserves policy will continue to be reviewed on at least an annual basis.

Investment policy

The overall investment objective is to achieve a positive real return (adjusted for inflation) over time. For short-term investments, the return is likely to be in income with an emphasis on capital preservation and limited credit risk. For longer term investments there is no

explicit income objective, but a desire to increase the value of the group's assets above inflation.

J Hambro & Partners are the appointed investment managers, and as of 31 March 2025 the value of the portfolio managed was £2.2 million (£2.1 million in 2024), reflecting a net gain on investments of £0.1 million (net gain of £0.2 million in 2023/24).

Additionally, £0.1 million is held within the Charities Official Investment Fund (£0.1 million in 2024).

Samaritans endeavours to invest in a way that reflects our values and does not run counter to our charitable aims. We review our approach to ethical investment on a regular basis.

The portfolio managed by J Hambro & Partners applies screening to avoid direct investment in companies where more than 5 per cent of the most recent year's reported or estimated revenue is derived from activity that we consider to be inconsistent with our values or charitable aims. This includes the avoidance of direct investment in companies involved in the extraction, production or refining of thermal coal, oil or gas in line with our strategic principle of environmental responsibility.

The Charities Official Investment Fund is a long-term, sustainable investment solution which incorporates environmental, social and governance (ESG) considerations into the investment strategy.

The Trustees regularly review the proportion of funds invested for the longer term in the context of revised financial projections, our reserves policy and service investment requirements in coming years.

Subsidiaries

As the trading subsidiary of Samaritans, the substantial majority of the turnover of The Samaritan Enterprises Limited remains the contract with Network Rail.

Samaritans Ireland supports the Central Charity in the delivery of our strategy in Ireland.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We continue to review all income streams and have carried out sensitivity analysis to enable early planning should income expectations not be met or core expenditure requirements exceed central projections. Income and expenditure are reviewed and 'stress tested' as part of our regular forecasting and budget process.

There are a number of options open to us if we need to cover any funding shortfall, including utilising unrestricted reserves and re-prioritising activity planned for the coming period. When making decisions we will be guided first and foremost by the strategy.

Based on the current reserves position, the forward projections of income and expenditure, and the ongoing scenario planning activity, the Trustees consider that Samaritans is able to continue as a going concern.

Risks and uncertainties

The Board of Trustees is accountable for overall risk management. The Audit and Risk Committee, as a committee of the Board, reviews key risks, and the adequacy of mitigating actions, on a regular basis. The Committee reports to the Board on risk quarterly. A comprehensive annual planning and budgeting process is approved by the Board, during which a thorough assessment of key external and internal risks is undertaken. The Audit and Risk Committee also receives risk evaluations on major new areas of activity.

We have an established Risk Management Policy which outlines the approach towards risk management across Samaritans and defines the roles and responsibilities of the Board, Audit & Risk Committee, Executive Leadership Team, Senior Leadership Group and wider teams.

During 2024/25 our risk appetite activity has been well embedded, informing key Board decisions. This has helped develop our approach to risk appetite and is used in developing our risk register.

A summary of our top risks is as follows:

1. Growth and maintenance of income

Income risks remain a common challenge in the charity sector, linked to wider economic uncertainty and pressure in the funding environment. We regularly review income streams to understand the current greatest return and areas performing well, and prioritising resources as appropriate. Where possible, we invest in a variety of income streams as a means of balancing risk from any single area. Additional investment has been budgeted for with regards to areas of income generation with positive return where we have historically had less focus.

For contracted services, delivery of high-level, impactful partnership activity is necessary to mitigate risk of harm, in order to maintain credibility and long-term funding. We also carry out activity to identify key stakeholders and opportunities for multi-year income relationships, and have moved to better focus our funded services and prioritisation where we believe the most impact can be made with regards to 'at-risk' groups.

2. Prevention and management of misuse of service

Misuse of service risks harm to volunteers and disruption for callers who are unable to access the service in a timely way because misuse calls reduce capacity to respond. Without mitigation, consequences may include genuine callers not getting through to us, negative impact on volunteer attraction and retention, poor service perceptions, and reduced funder interest/commitment.

We have developed new approaches to UK call barring to reduce misuse of service to Samaritans' phone lines. The development of our Listening Centre platform over the past

year has enabled us to increase our options and messaging with respect to call barring, which are currently being explored, along with wider technical opportunities. Although we are currently unable to align call barring processes in the UK and Republic of Ireland, there has been collaboration with the UK to support consistency of process, and with Ireland in late stages of implementing the same 'Listening Centre' platform, this will further increase functionality.

Where misuse of service is linked to key partners who work with high-risk callers, such as prison services, we have started implementation of phone lines with targeted solutions to manage misuse.

3. Safety and quality monitoring in Ireland differs in approach to UK

Ensuring safety and quality processes align across UK and Ireland will provide more consistency in service and support high quality across the jurisdictions. Some technical solutions have been unavailable in our Ireland systems for some time, however, with the introduction of the new Listening Centre platform now imminent, our technology infrastructure will allow us to better address the technology challenges.

Our Quality Assurance project in Ireland is a key focus of activity. This will take learnings from a well-embedded volunteer 'listening in' control established in the UK, now being developed for Ireland to add to its established quality controls, along with improvements to written word feedback and central complaints processes.

Improved central coordination of complaints and feedback handling has been developed to ensure consistency of process and better oversight of the data, themes and learnings.

4. Resourcing core listening services, particularly at the highest hours of need

This can both relate to the numbers of volunteers who deliver our services, their recruitment and retention, and how we enable our volunteers to be there at times when our callers need us most. Resource challenges can risk negatively impacting the quality and availability of the service.

Managing imbalance between caller demand and service capacity will better ensure the listening service is available and accessible as and when it is most needed. Entering a period of change, including focus on our service redesign, is likely to create additional challenges to the way in which we deliver our service, however our focus on risk appetite and tolerance recognises that this will help address these challenges so we can be there for those who need us most.

We have developed enhanced processes around rota management, currently being piloted. This will better focus service delivery on our hours of need, supported by improved regular data reporting, and inform future developments to rota management to help us be there for callers at times when we are most needed. Our planned work to develop and pilot a service

prototype for remote volunteering is also aimed at increasing our answered call rate, and therefore manage the risk outcomes. This will help mitigate recruitment and retention challenges, and focus on building resilience during hours of need (overnight, when our unanswered rate is highest).

Caller choice of access routes, such as telephone and written word, and clarity of options is an added means of supporting service accessibility.

5. Branch leadership capacity

We have well-embedded volunteer leadership structures, providing dedicated oversight of much of the delivery of our services.

We recognise that the changing face of volunteering across the sector, combined with increasing expectations, is a risk to leadership capacity challenges, which can pose a risk to how we deliver our service and affect service quality. Our volunteer leadership capability work focuses on enhanced skills-based recruitment of key roles, as well as developing toolkits to support delegation and improved ways of working. We will develop an aligned culture and ensure that our services, volunteer and staff teams are well-led into the future.

Separately, we are developing proposals concerning our service delivery structure, which will enable us to provide more targeted support to branch leadership, freeing up capacity so leaders can make the most impact.

6. Demonstration of impact

We are aware of the impact our service makes to people's lives. However, we are conscious that there is opportunity, particularly through the use of technology, to enhance our impact reporting. This will assist with service improvements and influence the area of suicide prevention by being vocal about the difference we make, working with partners to ensure that fewer people die by suicide. Measuring impact better will also enhance our work with funders and supporters to develop investment opportunities.

Governance report

Our structure

Samaritans is a charitable company limited by guarantee. We were founded in 1953 and incorporated in 1963.

Samaritans has more than 200 branches and service locations across the UK and Ireland, as well as the Channel Islands and the Isle of Man. During 2024, around 23,000 people volunteered their time for Samaritans and helped ensure our services were available across our multiple platforms.

The Samaritans Central Charity team plays a vital role in supporting this work. In addition to raising income to underpin the organisation, the Central Charity provides and continues to develop the essential infrastructure that enables volunteers to deliver our services effectively. This includes safeguarding, governance, IT and digital systems, volunteer recruitment and development, research and evaluation, communications, and operational support. The Central Charity also leads our influencing work and service innovation to help shape a stronger future for Samaritans.

The group comprises three entities, all of which are consolidated into the group statutory accounts:

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.
- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 per cent shareholding. The object of the company is to procure profits and gains as a trading subsidiary for the purpose of paying them to Samaritans.
- Samaritans Ireland, which is an Irish charitable company incorporated in 2007 that is limited by guarantee, with Samaritans being the sole voting member. Samaritans Ireland executes specific decision-making powers with respect to a number of key Ireland-related matters, including public policy, influencing and partnership working.

Branches and service delivery 'hubs'

Branches are run by Branch Directors (a volunteer leadership role) and operate either as part of Samaritans Central Charity or as an incorporated charity operating through an affiliation agreement. 57 of these branches are part of Central Charity and 144 branches are affiliated. The finances of affiliated branches are not consolidated into Samaritans' group accounts. In addition to our branch structure, service delivery is also carried out by bespoke 'hubs', which are part of the Central Charity and have a more flexible oversight structure in

order to meet the requirements of our strategy. These hubs are led by their own Service Directors.

Regions

The branches are organised and work together in 14 geographical regions. Each region is led by a Regional Director; volunteer leadership roles who provide a key link and communication channel between Central Samaritans and the wider organisation and play a vital role in supporting our branches, contributing to the development of and implementing agreed policy. Responsibility for guiding and supporting our Regional Director group is shared between four Directors of Branch Operations, which are senior volunteer leadership roles, reporting to our Executive Director of Operations.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least six times a year and, as of 31 March 2025, consists of 15 members. Trustees are also the directors of the company, and a majority must be Samaritans listening volunteers. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

The Board is advised on key strategic and policy issues by the Regional Councils. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

The Council of Samaritans meets annually. It comprises over 200 Branch and Service Directors, 14 Regional Directors, up to 10 Functional Leads and the co Vice-Chairs. The legal members of Samaritans are similar, namely the Branch and Service Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees. In Ireland they also act as the board of a separate charitable company registered in Ireland, Samaritans Ireland, with a remit extending to both

Ireland and Northern Ireland. These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

Key focus of the Ireland Board and Scotland and Wales Committees includes oversight of public policy, research, influencing and partnership working.

Staff team

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, is responsible for the delivery of Samaritans' strategy, operational plans and budgets that have been approved by the Board.

Appointing our Trustees

With the exception of our Chair, who is an appointment of the Board of Trustees, the Nominations and Governance Committee appoints members of the Board. Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 24 months. A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total. There are limited constitutional provisions for extension of trustee terms in exceptional circumstances.

Board diversity

Our latest trustee diversity review carried out in May 2025 shows the board generally reflects the societies we serve, thanks in part to focused recruitment efforts. We have identified some underrepresentation in certain groups and remain committed to encouraging applications from a diverse range of backgrounds to strengthen the board's inclusivity and lived experience.

Inducting and training our Trustees

After they are appointed, each Trustee undertakes a formal induction programme, including a guide to our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees are provided guidance on their formal legal responsibilities, and guidance on how to be effective in their role. All Trustees are provided external online Trustee training module(s) as well as the option to attend a range of external courses designed for Trustees or other professional development. In addition, Trustees are obliged to carry out Samaritans' bespoke safeguarding modules, and other relevant modules, including equity, diversity and inclusion.

Our committees

Six additional committees form part of the governance arrangements to support the Board of Trustees. All committees, with the exception of the People and Culture Committee, must comprise of at least two Trustees, plus one 'internal' and one 'external' member. The

People and Culture Committee must comprise of a minimum of two Trustees and two external members.

- The Service and Quality Committee supports the Board in both ensuring Samaritans delivers high-quality, effective and consistent services, and in developing those services.
- The External Engagement & Research Committee supports the Board through maintaining oversight of Samaritans' public policy positions, research activities, as well as external communications and marketing.
- The Audit and Risk Committee supports the Board to provide assurance that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for the organisation, which is being operated effectively.
- The Finance Committee reviews the financial performance and sustainability of the charity, including oversight of fundraising and property, and advises the Board accordingly.
- The People and Culture Committee supports the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff, as well as oversight, guidance and scrutiny of significant staff and volunteer-related initiatives. The Committee reviews progress against people strategies and plans, drawing on 'people metrics' and provides oversight, guidance and scrutiny of organisation-wide culture, as well as providing assurance that principles of equity, diversity and inclusion are central to staff and volunteer decision-making.
- The Nominations and Governance Committee ensures that Trustee and other key governance roles are performed with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. The remit of the Committee extends to provisions of assurance that the governance structures and roles at Samaritans are fit for purpose.

Board Review and Governance code

A Board review was carried out during 2022, showing substantial progress in board effectiveness compared with our previous board review. It is recognised that board improvement is a constantly evolving process, and a new board development plan was created based on this activity, focusing on the following priorities:

1. Enhancing stakeholder voice
2. Committee functioning and communications
3. Trustee induction and development

4. Balance between scrutiny and strategic discussions

Progress against these priorities has been positive, and is both a standing item on the Nominations and Governance Committee agenda, as well as having direct board focus at least annually. The majority of identified actions are now complete, with some outstanding matters concerning trustee development. We believe this will put us in a positive place for the next board review cycle.

In addition to the board review, our Nominations and Governance Committee carries out a rolling review process against Charity Governance Code principles. Since March 2023, all principles of the Code have been reviewed. The process has highlighted no substantial gaps when compared with the code requirements, and allows for continued improvement, including specific action points.

The reference and administrative details on pages 90 and 91 form part of this report.

Payment of key management personnel

All Trustees carry out their roles at Samaritans on a voluntary basis. They are unpaid but may claim legitimate expenses incurred as part of Samaritans' ordinary activities. Payment and benefits to all staff including the CEO and senior team are approved by the Trustee Board, based on review and recommendations by the People and Culture Committee. In considering pay and benefits, the People and Culture Committee is provided with information on the sector and similar-sized charities, and overall affordability, to inform decisions.

Additional information on payments to staff can be found at Note 8 to the Accounts.

Incidents and Reporting

Samaritans and its Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently and take any such matters seriously. In line with that commitment, details are set out below on serious incident reporting and policies on whistleblowing, bullying and harassment.

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports, better oversight of risk to the charity and its beneficiaries, and for further informed consideration of preventative action. During 2024/25, the Central Charity reported 16 new serious incidents to the relevant nation's charity regulator(s) which is the same amount as the previous year. Of these, eight involved affiliated branches, seven involved Central Charity branches or the Central Charity itself. At the time of writing, the charity regulators have not required any action following the reports. One of the 16 reports were incidents that had also been reported to the Information Commissioner's Office (ICO). No action has been taken by the ICO at the time of writing.

There are policies and processes in place relating to whistleblowing, bullying and harassment. These are applicable to both staff and volunteers at Samaritans Central Charity and affiliate, Central Charity branches and hubs. The policies provide opportunities for reporting serious concerns in an environment where the rights and dignity of every individual is respected. Alternative reporting routes are provided in case of instances where it would not be appropriate to make a report to a direct line manager, including a reporting line which provides a secondary avenue to staff and volunteers to confidentially raise concerns.

Fundraising Activities Statement

We appreciate the unwavering dedication of our incredible supporters throughout the UK and Ireland who have stood by our side, raising £27.5 million. We see through the year, every day and night, how the power of human connection saves lives. We know that by giving people a safe space to turn to, we can reduce feelings of distress and despair. We believe that simply being there to listen can restore hope.

Our amazing supporters make it possible to share our hope for a better, and safer, world for everyone.

Thanks to the extraordinary generosity of our supporters, major donors, companies, trusts and public bodies, we have been able to continue to be there 24/7, 365 days a year, for anyone struggling to cope. Our incredible supporters have done things their way; from livestreaming challenges to creatively fundraising with online communities. They've pledged their belief in Samaritans' future, leaving special gifts to Samaritans in their Wills, whilst others have scaled mountains, walked at dawn and taken on multiple marathons.

Our Corporate, Trust and Statutory supporters have diligently supported us with both restricted grants and unrestricted funds to keep our service running and to support our digital transformation.

Through daring to dream, our fundraisers, supporters, major donors and partners have inspired us with their trailblazing fundraising, and helped to ensure that we can continue to be there for anyone struggling to cope, any time of the day or night.

Championing supporters

Understanding our supporters' needs continues to be at the heart of our fundraising. We continue to seek feedback from supporters on how we can improve their experience with us. Moving forward we will be reinstating the use of the thousands of people on our supporter insight panel who will be completing surveys and providing us with feedback on products we wish to test in the future to help build sustainable income.

We have also built improved welcome journeys for our new individual giving supporters to deliver a more tailored communication plan with the aim of strengthening our relationship with them. Alongside this we have introduced good luck and thank you calling across a variety of our activities which is having a positive impact on the engagement we have with supporters, which has been demonstrated through higher average gifts.

Following best practice

Samaritans is registered with the Fundraising Regulator and we are members of the Chartered Institute of Fundraising, the Direct Marketing Association, the Gambling Commission and the Lotteries Council. We continue to review our policies to ensure they are in line and adhere to the latest regulations.

Our Fundraising Promise sets out our aim to be open, fair and honest in the way we engage supporters. During 2024/25, we received 86 fundraising complaints. All complaints were resolved by our in-house Supporter Care team: none were escalated to the Fundraising Regulator. Our average resolution time of 2.6 days, with a quarter of complaints being resolved within a day, demonstrates the importance we place on ensuring complaints are resolved promptly to improve our supporter experience. Complaint feedback is regularly shared across the fundraising team. We value the feedback and continue to review and learn from every complaint.

Working with agencies

Most of our fundraising activity is delivered directly by our Income team. We work with a small number of carefully selected external fundraising agencies to help with specialist fundraising activity, from recruiting supporters who give through their payroll to telemarketing with mass audiences to inspire potential new donors, and creative and marketing support on larger appeals, products and campaigns.

All relationships are governed by contracts, which are reviewed and approved by the appropriate authority before any activity takes place. Telemarketing is monitored and reviewed regularly for quality purposes by listening in to calls and holding weekly review meetings.

All suppliers engaged in fundraising activity on behalf of Samaritans are either members of, licensed by, or registered with a range of bodies including the Chartered Institute of Fundraising, Fundraising Regulator, Association of Payroll Giving Organisations, Information Commissioner's Office, the Data & Marketing Association and the Gambling Commission.

Protecting vulnerable donors

We take our responsibility to our vulnerable donors very seriously. In 2023, we carried out a review of our policy for working with vulnerable donors and members of the public who could reasonably be defined as 'vulnerable'. The policy is available for all our fundraisers via our intranet. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, and our policy helps reinforce the importance of this in all our fundraising.

We are dedicated to protecting potentially vulnerable donors. For example, we exclude people who visit the support pages on our website from online targeting and exclude where possible potentially vulnerable donors from targeted online fundraising. When a person shows signs of vulnerability, our fundraisers are trained to prioritise their wellbeing and signpost to support if appropriate. The conversation is handled with care, and no fundraising ask is made.

Managing communications

We believe that our supporters should be able to trust us and look forward to hearing from us. We respect our supporters' privacy and we're transparent about the ways in which they

can change their communications preferences. If someone no longer wants to hear from us, we respect their wishes and action their request promptly. We take our data handling responsibilities very seriously, and approach data management in line with current data protection legislation.

A heartfelt thank you to our incredible supporters

The cost-of-living crisis has had a significant impact on the financial and emotional health of communities across the UK and Ireland. We know that these challenging times affect our supporters, donors and partners too. We cannot thank our supporters enough for standing by us, for taking up the challenge of innovative fundraising, and for pushing us and themselves to fundraise in bigger, better and ever more inspiring ways, at a time when Samaritans is needed more than ever.

Thank you, to our amazing supporters for continuing to believe in a better tomorrow, so that we can continue to be there for anyone who needs someone to listen.

Streamlined Energy and Carbon Reporting

In line with the UK Government's Streamlined Energy and Carbon Reporting (SECR) regulations, this section shows the greenhouse gas emissions (GHG) and energy use data for the Samaritans group operations in the UK. This report therefore covers our five staff offices in Belfast, Cardiff, Edinburgh, Ewell and London, along with our 60 Central Charity branches throughout the UK.

Methodology

This report is calculated in accordance with the Greenhouse Gas (GHG) Protocol and Environmental reporting guidelines: including Streamlined Energy and Carbon Reporting requirements.

Invoice data was used for sites where energy is directly purchased. In cases where the full measurement period was not covered, pro-rata extrapolation was applied. Data quality has improved, but where billing gaps or proxy needs remained, prior-year data or benchmark estimates were used. Where invoices were not available (eg, energy included in service charges), usage was estimated using kWh/m² averages from similar sites, validated against benchmarks from CIBSE Guide F 20.1-3.

BEIS 2024 emission factors have been used for all emission sources. Fuel-to-kWh conversions were also based on the 2024 BEIS factors.

Intensity ratio

As our primary energy use is for heating and lighting our UK offices and branch network, Net Internal Floor Area (NIA, m²) remains our chosen intensity ratio. Our total floor area was 8,483.09 m² (2024: 8,319.50 m²).

Energy consumption		2023/24	2024/25	Compare
Total global energy consumption (kWh)		1438783.5	1448425.2	0.7%
Total UK energy consumption (kWh)		1438783.5	1448425.2	0.7%
Energy consumption breakdown	Natural gas (kWh)	781403.4	837021.6	7%
	Direct transport (kWh)	3319.3	4776.0	44%
	Indirect transport (kWh)	259359.6	282032.9	9%
	Electricity (kWh)	394701.3	324594.5	-18%

Carbon emissions		2023/24	2024/25	Compare
Total scope 1 (tCO ₂ e)		143.8	154.3	7.3%
Scope 1: Combustion of fuel and operation of facilities	Natural gas (tCO ₂ e)	142.9	153.1	7%
	Direct transport (tCO ₂ e)	0.8	1.2	43%
Total scope 2 (tCO ₂ e)		81.7	67.2	-17.8%
Scope 2: Electricity purchased and heat and steam generated	Location based (LB) (tCO ₂ e)	81.7	67.2	-18%
Total scope 1 + 2 (tCO ₂ e) - location based		225.51	221.50	-1.8%
Net internal floor area m ²		8319.50	8483.09	2.0%
Carbon intensity scope 1 + 2 (tCO ₂ e/m ² NLFA) - location based		0.0271	0.0261	-3.7%

Total selected scope 3 (tCO ₂ e)		129.9	133.7	2.9%
Scope 3: other indirect sources	Indirect transport (tCO ₂ e)	62.9	68.1	8%
	Fuel and energy related activities (tCO ₂ e)	67.0	65.6	-2%
Total scope 1 - 3 (tCO ₂ e) - location based		355.44	355.20	-0.1%
Carbon intensity scope 1 - 3 (tCO ₂ e/m ² NLFA) - location based		0.0427	0.0419	-2.0%
Carbon intensity SECR only (tCO ₂ e/m ² NLFA) - location based		0.0347	0.0341	-1.5%

Energy efficiency actions

During 2024/25, Samaritans launched a sustainability roadmap and action plan to support volunteer-led branches in identifying energy-saving opportunities.

Key actions included:

- Development of a 'best practice' sustainability campaign for branches
- Completion of ESOS Phase 3 reporting and identification of priority actions
- Continued monitoring of baseline emissions and planning for deeper implementation of reductions across the estate

While direct quantification of energy savings is not yet possible, infrastructure for future reductions is being laid.

Renewable energy

Samaritans continue to benefit from a Green Energy electricity contract, originally procured in 2022/23, supplying 100 per cent renewable energy (wind and hydro) across the central charity's 60+ premises.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including the income and expenditure, of the group for the year.

In preparing these 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 judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards 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 presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the Board of Trustees on 24 July 2025 and signed on its behalf by Annie Kent, Treasurer:



Statement of compliance with section 172(1) of the Companies Act 2006

The Board of Trustees have acted in the way they consider, in good faith, would be most likely to promote the success of the charitable company for the benefit of the organisation as a whole. In doing so, the Trustees have had regard to the matters set out in section 172(1a-f) of the Companies Act 2006, as detailed below; page references have been provided for information to support the Trustees' compliance to their duties in these areas.

- a) The likely consequences of any decision in the long term: see *Financial Review*, page 35 and *Risks and Uncertainties*, page 41
- b) The interests of the company's employees: see *Principles*, page 25
- c) The need to foster the company's business relationships with suppliers, customers, donors and others: see *Financial Review*, page 35 and *Fundraising Activities Statement*, page 50
- d) The impact of the company's operations on the community and the environment: see *Reach*, page 10 and *Streamlined Energy and Carbon Reporting*, page 53
- e) The desirability of the company maintaining a reputation for high standards of business conduct: see *Governance Report*, page 44
- f) The need to act fairly as between members of the company: see *Governance Report*, page 44

Independent Auditor's Report to the Members and Trustees of Samaritans

Opinion

We have audited the financial statements of Samaritans ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and 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 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 group's and the charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (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 group 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 group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 55), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulations, employment legislation and health and safety legislation.

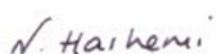
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
6 August 2025

Financial Statements

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2025

		Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	Note	2025 £'000	2025 £'000	2025 £'000	2024 £'000	2024 £'000	2024 £'000
Income from:							
Donations and legacies	2	17,886	901	18,787	14,624	684	15,308
<i>Charitable activities</i>							
Grants from public bodies and others	2	961	3,240	4,201	1,567	2,971	4,538
<i>Other trading activities</i>							
Partnership and other income	3	3,932	119	4,051	4,192	159	4,351
Investment income	4	478	-	478	362	-	362
Gains on disposal of fixed assets		-	-	-	70	-	70
Total income		23,257	4,260	27,517	20,815	3,814	24,629
Expenditure on:							
Raising funds	7	6,651	42	6,693	5,720	132	5,852
Charitable activities	7	16,706	4,649	21,355	15,517	4,535	20,052
Total expenditure		23,357	4,691	28,048	21,237	4,667	25,904
Net realised gains/(losses) on investments		7	-	7	(27)	-	(27)
Net unrealised gains on investments	11	77	-	77	174	-	174
Net (expenditure)		(16)	(431)	(447)	(275)	(853)	(1,128)
Transfers between funds		(29)	29	-	338	(338)	-
Net movement in funds		(45)	(402)	(447)	63	(1,191)	(1,128)
Reconciliation of funds	18						
Total funds brought forward		21,833	2,087	23,920	21,770	3,278	25,048
Total funds carried forward		21,788	1,685	23,473	21,833	2,087	23,920

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2025

	Note	Unrestricted funds 2025 £'000	Restricted funds 2025 £'000	Total funds 2025 £'000	Unrestricted funds 2024 £'000	Restricted funds 2024 £'000	Total funds 2024 £'000
Income from:							
Donations and legacies	2	17,622	796	18,418	14,574	667	15,241
<i>Charitable activities</i>							
Grants from public bodies and others	2	1,051	2,678	3,729	1,603	2,269	3,872
<i>Other trading activities</i>							
Partnership and other income	3	3,582	65	3,647	3,597	-	3,597
Investment income	4	454	-	454	361	-	361
Gains on disposal of fixed assets		-	-	-	70	-	70
Total income before net assets received		22,709	3,539	26,248	20,205	2,936	23,141
Net assets received from Samaritans branch charities		-	-	-	-	-	-
Total income		22,709	3,539	26,248	20,205	2,936	23,141
Expenditure on:							
Raising funds	7	6,348	43	6,391	5,581	133	5,714
Charitable activities	7	16,502	3,908	20,410	14,912	3,609	18,521
Total expenditure		22,850	3,951	26,801	20,493	3,742	24,235
Net realised gains/(losses) on investments		7	-	7	(27)	-	(27)
Net unrealised gains on investments	11	77	-	77	174	-	174
Net (expenditure) / income		(57)	(412)	(469)	(141)	(806)	(947)
Transfers between funds		(91)	91	-	338	(338)	-
Net movement in funds		(148)	(321)	(469)	197	(1,144)	(947)
Reconciliation of funds	18						
Total funds brought forward		21,409	1,311	22,720	21,212	2,455	23,667
Total funds carried forward		21,261	990	22,251	21,409	1,311	22,720

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 65 to 88 form part of these accounts.

Consolidated and Charity Balance Sheet

As at 31 March 2025

Company Registration No. 757372

	Note	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Fixed assets					
Tangible assets	9	6,564	6,764	6,563	6,762
Intangible assets	10	111	241	111	241
Investments	11	2,312	2,220	2,312	2,220
Total fixed assets		8,987	9,225	8,986	9,223
Current assets					
Stock		5	2	5	2
Debtors	12	3,988	3,907	4,281	4,608
Cash at bank and in hand		13,931	13,142	11,702	11,117
Total current assets		17,924	17,051	15,988	15,727
Current liabilities					
Creditors: amounts falling due within one year	13	2,475	1,871	2,401	1,835
Deferred income	14	750	289	109	199
		3,225	2,160	2,510	2,034
Net current assets		14,699	14,891	13,478	13,693
Total assets less current liabilities		23,686	24,116	22,464	22,916
Provisions for liabilities	17	(213)	(196)	(213)	(196)
Total net assets		23,473	23,920	22,251	22,720
Funds					
Restricted income funds	18	1,685	2,087	990	1,311
Unrestricted income funds					
General unrestricted funds		12,017	12,050	11,491	11,727
Designated funds		9,771	9,783	9,770	9,682
		21,788	21,833	21,261	21,409
Total funds		23,473	23,920	22,251	22,720

Approved and authorised for issue by the Board of Trustees on 24 July 2025 and signed on its behalf by Annie Kent, Honorary Treasurer:



The Notes on pages 65 to 88 form part of these accounts.

Consolidated and Charity Statement of Cashflows

For the year ended 31 March 2025

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Reconciliation of net income to net cash flow from operating activities				
Net expenditure for the reporting period (as per the statement of financial activities)	(447)	(1,128)	(469)	(947)
Adjustments for:				
Depreciation and amortisation charges	340	356	339	356
Loss/(profit) on sale of fixed assets	79	(70)	79	(70)
Net unrealised (gains) on investments	(77)	(174)	(77)	(174)
Dividends and interest from investments	(23)	(28)	(23)	(28)
(Increase)/decrease in stock	(3)	52	(3)	22
(Increase)/decrease in debtors	(81)	(718)	327	(701)
Increase/(decrease) in creditors	1,082	(1,105)	493	(847)
Net cash inflow/(outflow) from operating activities	870	(2,815)	666	(2,389)
Statement of cash flows				
Cash flows from operating activities:				
Net cash provided by/(used in) operating activities	870	(2,815)	666	(2,389)
Cash flows from investing activities:				
Dividends, interest and rents from investments	23	28	23	28
Purchase of property, plant, and equipment	(311)	(16)	(311)	(16)
Proceeds from sale of property, plant, and equipment	222	174	222	174
Proceeds from investment disposals	914	521	914	521
Purchase of investments	(929)	(506)	(929)	(506)
Net cash (used in)/provided by investing activities	(81)	201	(81)	201
Change in cash and cash equivalents in the reporting period	789	(2,614)	585	(2,188)
Cash and cash equivalents at the beginning of the reporting period	13,142	15,756	11,117	13,305
Cash and cash equivalents at the end of the reporting period	13,931	13,142	11,702	11,117
Analysis of cash and cash equivalents				
Cash at bank and in hand	13,931	13,142	11,702	11,117
Total cash and cash equivalents	13,931	13,142	11,702	11,117

Notes to the Accounts

1. Accounting policies

The company is registered as a charitable company limited by guarantee incorporated in England and Wales and is governed by its Memorandum and Articles of Association. Its registered office is The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation and going concern

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value.

The Trustees consider that based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102) issued October 2019, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 updated by the Charities (Regulation and Administration) (Scotland) Act 2023, the Charities Accounts (Scotland) Regulations 2006 (as amended) and applicable Accounting Standards.

Samaritans meets the definition of a public benefit entity under FRS 102.

b) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 65 to 88. Further details of the subsidiaries' activities are shown in Note 19. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken advantage of the exemptions in FRS 102 from the requirements to present certain disclosures about the charity's financial instruments.

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the

revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

A key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is in respect of residual legacies and this is described in the accounting policy below (see Note 1gi: Legacies).

d) Fund accounting

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

Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular 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 specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 18.

e) Impairment of freehold property assets

Freehold property assets are subject to an impairment review in accordance with FRS 102 Section 27 "Impairment of Assets". They are stated in the balance sheet at cost less provision for any impairment in value. Any expense relating to a provision for impairment is recognised in the Statement of Financial Activities ('SOFA') in the year in which it occurs.

f) Stock

Stock is valued at the lower of cost or net realisable value.

g) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

i) Legacies

Recognition is the earlier of the charity receiving final estate accounts or the legacy actually being received. No value is included where the legacy is subject to a life interest held by another party.

ii) Donated goods/services

These are included in both income and expenditure at the value to the charity where this can be reasonably quantified.

iii) Grants and contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract is received in advance, its recognition is deferred and included in creditors. Where entitlement to contract or grant income occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

iv) New Branch Contribution (NBC)

These are recognised as receivable income upon the receipt of signed accounts from Samaritans' branches.

h) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four strategic areas relating to charitable activities (Access, Reach, Impact and Capacity) and to Fundraising activities (the fifth strategic area of Sustainability). The following specific policies apply to categories of expenditure:

i) Grants

Grants are charged to the statement of financial activities when there is a liability to pay.

ii) Fundraising costs

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

iii) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic management of the charity's activities.

iv) Support costs

Support costs comprise staff delivering corporate services and other support functions. These are allocated across the categories of charitable expenditure and the costs of generating funds. The basis of allocation of support costs is explained above.

vi) Depreciation

Depreciation is calculated on a straight-line basis to write off the cost of tangible and intangible fixed assets (except assets under construction) over their estimated useful lives as follows:

Tangible fixed assets

Freehold property	50 years
Leasehold property	50 years
Computer equipment	3 years
Telephony platform	5 years
Office equipment	4 years
Motor vehicles	5 years

Intangible fixed assets

Website and Software Development	3-5 years

i) Capital assets

Tangible and intangible fixed assets are capitalised if they have an individual value exceeding £5,000.

j) Samaritans' regions

Centrally funded costs of supporting Samaritans' regions have been incorporated within these financial statements. For operational delivery, the UK and Ireland are grouped into fourteen geographic regions. Each of these is supported by a group of senior volunteers and receives financial support from the charity.

k) Operating leases

Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

l) Foreign currency

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate over the year.

m) Pensions

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred and allocated between funds and activities as described in note 1h above.

n) Branches

The term 'branches' used throughout these Accounts refers to the branches of Samaritans, whose objectives are consistent with those of Samaritans.

o) Taxation

Samaritans is a registered charity and is therefore potentially exempt from taxation of its income and gains to the extent that they fall within Part ii of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritan Enterprises Limited does not normally incur a tax charge given its policy of gifting all taxable profits to Samaritans.

p) Financial instruments

Samaritans has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors, excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

Cash at bank and in hand includes cash and short term, highly liquid investments with a short maturity of three months or less from the date of the opening of the deposit. Cash equivalents on deposit includes cash on deposit with a maturity of over three months.

Creditors and provisions are recognised where the group has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

2. Voluntary income

	All Funds 2025 £'000	All Funds 2024 £'000
a) Donations and legacies		
Donations - Individual Giving	9,621	8,107
Donations - branches	254	272
Donations - Corporate	3,651	2,451
Gifts in kind	380	390
Legacies	4,881	4,088
Total	18,787	15,308

b) Donated Services

A valuation has been undertaken of advertising and legal services donated to the charity during the year. This valuation of £380,000 (2024: £390,000) has been included within income under 'gifts in kind' as above and within expenditure.

c) Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2025, the charity had been notified of a further 126 legacies (2024: 105) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £4,200,000 (2024: £3,426,000).

d) Grants	All Funds	All Funds
	2025 £'000	2024 £'000
Ministry of Justice: HMPPS	625	618
Department of Health and Social Care: Suicide Prevention Fund (Samaritans, NSPA, Missing People Partnership)	588	154
Wolfson Institute: Listening Centre	500	-
Health Service Executive: Freecall Ireland	494	509
Pears Foundation	200	400
Welsh Government/Llywodraeth Cymru	140	140
Scottish Government – Creating Hope Together Programme	136	90
Department of Health and Social Care: VCSE Health & Wellbeing Alliance	97	111
Scottish Government (Helpline services)	80	30
Irish Prison Service	68	63
Armed Forces Covenant Fund	5	295
NHS England: Support after suicide	-	98
Department of Health and Social Care: NSPA- Core grant	-	90
	2,933	2,598
Other grants*	1,268	1,940
Total	4,201	4,538

*Other grants includes individually immaterial grants, grants for which individual disclosure is not required by the underlying agreement and grants received where the donor wishes to remain anonymous.

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received from the central charity, including the core technology platform. The New Branch Contribution amounted to £798,000 (2024: £901,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2025 £'000	All funds 2024 £'000
Cash or cash equivalents	455	334
Listed investments	23	28
Total investment income	478	362

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder.

The funding received has been shown in Note 2d above.

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. Expenditure during 2024/25 was £631,000 (2023/24: £622,000).

Scottish Government Helpline Funding

The Scottish Government grant was a contribution to Samaritans Helpline Service and the development of the online chat service. Expenditure during 2024/25 totalled £80,000 (2023/24: £30,000).

Welsh Government

The Welsh Government funding is a contribution towards our work in Wales, including outreach to at-risk communities and resource development. Expenditure during 2024/25 totalled £140,000 (2023/24: £182,000).

Armed Forces Covenant Fund – Veterans Funding

This grant funds a helpline service pathway for military veterans. Expenditure during 2024/25 totalled £nil (2023/24: £280,000).

Department of Health and Social Care (DHSC) funded projects

Suicide Prevention Fund (Samaritans, NSPA and Missing People Partnership)

Samaritans secured funding from three grants to the Suicide Prevention Fund across two years. These include:

Samaritans - Suicide Prevention Fund Grant to contribute towards the Helpline across all channels, delivery of Media Advisory Services, and our work on high-risk locations.

National Suicide Prevention Alliance (NSPA) – Suicide Prevention Fund Grant to support NSPA to work focus on; Building understanding of experiences of marginalised groups, Creating a step change in learning in suicide prevention and development of a suicide prevention online community hub.

Samaritans Text Safe Suicide partnership with Missing People Grant to deliver our suicide text safe programme by delivering emotional support for missing people at risk of suicide. This was a new grant in 2024.

Expenditure in the year over all these projects totalled £588,000 (2024: £153,000).

VCSE Health & Wellbeing Alliance: Suicide Prevention Consortium

To provide funding to the Voluntary, Community and Social Enterprise (VCSE) sector through Samaritans as lead of the Suicide Prevention Consortium with partners (NSPA – National Suicide Prevention Alliance, SASP Support After Suicide Partnership, and With You – We Are With You) as active members of the Health and Wellbeing (HW) Alliance. Working to share expertise and bring lived experience to support strategic, planned and responsive work to inform policy and practice across the Department of Health and wider relevant Government departments.

Expenditure during 2024/25 was £97,000 (2023/24: £116,000).

6. Net expenditure for the year and related party transactions

This is stated after charging:

	All funds 2025	All funds 2024
	£'000	£'000
Audit fees payable to parent charity's auditors	38	37
Audit fees payable to the component auditor of the Irish subsidiary	4	4
Fees payable to the parent charity's auditor for tax and other services	2	2
	44	43
Depreciation of tangible fixed assets	210	217
Amortisation of intangible fixed assets	130	139
Loss/(profit) on sale of tangible fixed assets	79	(70)
Operating lease rentals	460	494

The Directors of the charitable company are the trustees under charity law and receive no remuneration (2024: none). It is the policy of the charity to reimburse all volunteer expenses in full. During the year five Trustees (2024: six) received reimbursement for attending meetings and other incidentals amounting to £2,000 (2024: £3,000). Total unrestricted donations from trustees amounted to £3,000 (2024: £nil).

The company has taken out insurance to protect the Trustees. This cover is part of our commercial combined insurance policy, and the cost of this element is not itemised.

Other than the above, there are no other related party transactions.

7. Breakdown of costs by activity

Current year

	Direct costs	Support costs	All costs
	2025	2025	2025
Expenditure on:	£'000	£'000	£'000
Raising funds			
General fundraising (Sustainability)	5,224	1,469	6,693
Charitable activities			
Access	8,996	2,397	11,393
Reach	912	190	1,102
Impact	4,545	1,177	5,722
Capacity	2,464	674	3,138
Total expenditure	22,141	5,907	28,048

We have five strategic areas in our current strategy. Expenditure on the four strategic areas relating to charitable activities have been split out above. The fifth strategic area of sustainability is shown under general fundraising, in line with our treatment in 2024.

	Unrestricted funds	Restricted funds	All funds
	2025	2025	2025
Expenditure on:	£'000	£'000	£'000
Raising funds	6,651	42	6,693
Charitable activities	16,706	4,649	21,355
Total expenditure	23,357	4,691	28,048

Analysis of support costs by activity:

	Fundraising	Access	Reach	Impact	Capacity	Total
	2025	2025	2025	2025	2025	2025
	£'000	£'000	£'000	£'000	£'000	£'000
Finance and other corporate services	344	530	29	251	154	1,308
IS	529	1,019	149	545	263	2,505
HR	214	303	4	136	92	749
Facilities	240	343	5	154	104	846
Governance	142	202	3	91	61	499
Support costs	1,469	2,397	190	1,177	674	5,907

Prior year

	Direct costs	Support costs	All costs
	2024	2024	2024
Expenditure on:	£'000	£'000	£'000
Raising funds			
General fundraising (Sustainability)	4,497	1,355	5,852
Charitable activities			
Access	8,184	2,116	10,300
Reach	1,229	25	1,254
Impact	4,567	996	5,563
Capacity	2,343	592	2,935
Total expenditure	20,820	5,084	25,904

	Unrestricted funds	Restricted funds	All funds
	2024	2024	2024
Expenditure on:	£'000	£'000	£'000
Raising funds	5,720	132	5,852
Charitable activities	15,517	4,535	20,052
Total expenditure	21,237	4,667	25,904

Analysis of support costs by activity:

	Fundraising	Access	Reach	Impact	Capacity	Total
	2024	2024	2024	2024	2024	2024
	£'000	£'000	£'000	£'000	£'000	£'000
Finance and other corporate services	330	517	6	243	144	1,240
IS	478	745	9	351	209	1,792
HR	208	324	4	153	91	780
Facilities	206	322	4	151	90	773
Governance	133	208	2	98	58	499
Support costs	1,355	2,116	25	996	592	5,084

8. Staff costs

	All funds 2025	All funds 2024
Staff costs	£'000	£'000
Wages and salaries	13,993	13,278
Social security costs	1,513	1,336
Other pension costs	673	623
Agency staff	40	90
Total staff costs	16,219	15,327

Staff paid over £60,000*	2025	2024
£170,001-£180,000	-	-
£140,001- £150,000	-	-
£120,001-£130,000	1	1
£110,001-£120,000	1	1
£100,001-£110,000	3	2
£90,001-£100,000	-	1
£80,001-£90,000	6	2
£70,001-£80,000	8	10
£60,001-£70,000	20	15
Total	39	32

* Comprising consideration paid in exchange for the service rendered by employees including remuneration, salary, benefits and any termination payments made.

The Chief Executive Officer was paid a total of £125,000 (2024: £125,000).

The total amount of employee benefits received by key management personnel for their services during the year was £676,000 (2024: £665,000).

Termination payments totalling £15,000 (2024: £194,000) were paid during the year, relating to employees leaving the charity.

The pension contributions for the 39 employees (2024: 32) earning more than £60,000 in the year amounted to £161,000 (2024: £140,000).

Employee numbers

At 31 March 2025, the number of employees in post was 330 (326 at 31 March 2024).

The average number of employees in post during the year was 328 (2024: 331).

As at 31 March 2025, the number of full-time equivalent (FTE) employees was 304 (301 at 31 March 2024). The average FTE number of employees during the year was 303 (2024: 305).

9. Tangible fixed assets

Group	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2024	8,665	685	391	499	42	10,282
Additions	304	-	-	7	-	311
Disposals	(350)	-	(338)	-	-	(688)
Exchange rate movements	-	-	-	-	-	-
At 31 March 2025	8,619	685	53	506	42	9,905

Depreciation						
At 1 April 2024	2,540	98	391	456	33	3,518
Charged in the year	151	14	-	39	6	210
Disposals	(49)	-	(338)	-	-	(387)
Exchange rate movements	-	-	-	-	-	-
At 31 March 2025	2,642	112	53	495	39	3,341

Net book value						
At 31 March 2025	5,977	573	-	11	3	6,564
At 31 March 2024	6,125	587	-	43	9	6,764

Charity						
Cost						
At 1 April 2024	8,665	685	391	337	42	10,120
Additions	304	-	-	7	-	311
Disposals	(350)	-	(338)	-	-	(688)
At 31 March 2025	8,619	685	53	344	42	9,743

Depreciation						
At 1 April 2024	2,540	98	391	296	33	3,358
Charge for the year	151	14	-	38	6	209
Disposals	(49)	-	(338)	-	-	(387)
At 31 March 2025	2,642	112	53	334	39	3,180

Net book value						
At 31 March 2025	5,977	573	-	10	3	6,563
At 31 March 2024	6,125	587	-	41	9	6,762

Depreciation at 31 March 2025 for freehold property includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review in 2012/13.

10. Intangible fixed assets

<u>Group and charity</u>	Website and software development
Cost	£'000
At 1 April 2024	1,329
Additions	-
At 31 March 2025	1,329
Amortisation	
At 1 April 2024	1,088
Charge for the year	130
At 31 March 2025	1,218
Net book value	
At 31 March 2025	111
At 31 March 2024	241

Amortisation of intangible fixed assets is included within Charitable Activities expenditure on the Statement of Financial Activities.

11. Fixed asset investments

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Market value at 1 April	2,220	2,061	2,220	2,061
Acquisition at cost	929	506	929	506
Disposal proceeds	(914)	(521)	(914)	(521)
Net investment gains/(losses)	77	174	77	174
Market value at 31 March	2,312	2,220	2,312	2,220
	2025	2025	2024	2024
	£'000	%	£'000	%
Cash and cash equivalents				
CCLA COIF charities deposit fund	112	5%	109	5%
Portfolio managed by Hambros Investments	55	2%	16	1%
	167	7%	125	6%
Listed investments				
Portfolio managed by Hambros Investments	1,225	53%	1,162	52%
Other listed investments	10	0%	9	0%
	1,235	53%	1,171	52%
Other investments – managed by Hambros Investments				
Alternative	339	15%	271	12%
Commodities	105	5%	132	6%
Fixed interest	466	20%	521	24%
	910	40%	924	42%
Total investments	2,312	100%	2,220	100%

Investments held by the charity include a £100 investment (2024: £100) in the subsidiary company at cost: see Note 19.

12. Debtors

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade debtors	672	774	348	627
Gift Aid	775	1,346	775	1,346
Legacies	235	156	235	156
Accrued income	1,151	792	1,139	735
VAT, payroll tax, social security and pensions	-	-	-	-
Other debtors	145	74	145	74
Intercompany	-	-	671	925
Prepayments	1,010	765	968	745
Total debtors	3,988	3,907	4,281	4,608

13. Creditors

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Social security and taxes	485	453	487	453
Trade creditors	959	418	927	404
Intercompany	-	-	57	35
Accrued expenditure	995	950	894	893
Other creditors	36	50	36	50
Total creditors	2,475	1,871	2,401	1,835

14. Deferred income

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At 1 April	289	668	199	350
Income recognised in the year	(200)	(335)	(157)	(348)
Income deferred in the year	661	(44)	67	197
At 31 March	750	289	109	199

Total deferred income includes £541,000 (2024: £77,000) of Network Rail deferred income within The Samaritan Enterprises Limited.

15. Provisions for liabilities

	Group	Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At 1 April	196	183	196	183
Increase in provision	17	13	17	13
At 31 March	213	196	213	196

Provisions comprise potential dilapidations costs on properties leased by the group in the event of the group vacating the properties.

16. Financial and other commitments

a) Operating leases

At 31 March, the Group and Charity had total commitments under non-cancellable operating leases as set out below:

	Group	Group	Group	Group	Charity	Charity	Charity	Charity
	2025	2025	2024	2024	2025	2025	2024	2024
	Land and buildings	Other	Land and buildings	Other	Land and buildings	Other	Land and buildings	Other
Operating lease commitments	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Within one year	251	-	246	-	204	-	199	-
Between two and five years	541	1	521	1	464	1	398	1
Over five years	57	-	64	1	57	-	64	1
Total	849	1	831	2	725	1	661	2

17. Financial instruments

At the balance sheet date, the group held financial assets at amortised cost of £16,909,000 (2024: £16,284,000), financial assets at fair value through income or expenditure of £2,312,000 (2024: £2,220,000) and financial liabilities at amortised cost of £2,475,000 (2024: £1,871,000).

18. Reconciliation of funds

Current year

	At 1 April 2024 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	At 31 March 2025 £'000
Unrestricted						
General fund	12,050	23,257	(21,486)	84	(1,888)	12,017
Designated fund – tangible and intangible fixed assets	7,005	-	(419)	-	89	6,675
Designated fund – property maintenance fund	28	-	(256)	-	228	-
Designated fund – There for Everyone	1	-	(1)	-	-	-
Designated fund – Service Expansion	902	-	(649)	-	-	253
Designated fund – Strategy & Future Proofing	1,748	-	(405)	-	1,500	2,843
Designated fund – Ireland	99	-	(141)	-	42	-
Total unrestricted funds	21,833	23,257	(23,357)	84	(29)	21,788

Restricted

Branch support	198	-	(165)	-	-	33
Other branch funds	89	318	(114)	-	-	293
City Hub	104	30	(77)	-	-	57
Education Resources	96	-	(61)	-	-	35
Email service development	111	500	(500)	-	-	111
Helpline call costs	-	80	(80)	-	-	-
Helpline Freecall	294	494	(546)	-	-	242
Highland Programme	45	60	(65)	-	-	40
Listening Centre	189	329	(547)	-	29	-
National Suicide Prevention	141	642	(711)	-	-	72
Northern Ireland	9	29	(38)	-	-	-
Online Chat	110	20	(130)	-	-	-
Online Excellence Programme	351	85	(163)	-	-	273
Prisoner Support & Improving Safer Custody	78	824	(783)	-	-	119
Regional grants	-	62	(50)	-	-	12
Suicide & Self-harm in Wales	55	179	(195)	-	-	39
Support After Suicide	86	76	(100)	-	-	62
VSCE Health & Wellbeing Alliance	-	97	(97)	-	-	-
Veterans Listening Service	15	5	-	-	-	20
Other	116	430	(269)	-	-	277
Total restricted funds	2,087	4,260	(4,691)	-	29	1,685

Total funds	23,920	27,517	(28,048)	84	-	23,473

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2025 £'000	Total 2024 £'000
Tangible and intangible fixed assets	-	6,675	-	6,675	7,005
Investments	2,312	-	-	2,312	2,220
Net current assets	9,918	3,096	1,685	14,699	14,891
Provisions for liabilities	(213)	-	-	(213)	(196)
Total	12,017	9,771	1,685	23,473	23,920

Prior year

Unrestricted

	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	At 31 March 2024 £'000
General fund	10,964	20,745	(20,223)	217	347	12,050
Designated fund – tangible and intangible fixed assets	7,449	-	(460)	-	16	7,005
Designated fund – property maintenance fund	28	-	-	-	-	28
Designated fund – There for Everyone	44	-	(18)	-	(25)	1
Designated fund – Service Expansion	1,286	-	(384)	-	-	902
Designated fund – Strategy Development	1,752	-	(4)	-	-	1,748
Designated fund – Ireland	247	-	(148)	-	-	99
Total unrestricted funds	21,770	20,745	(21,237)	217	338	21,833

Restricted

Branch support	411	290	(311)	-	(192)	198
Other branch funds	89	-	-	-	-	89
City Hub	168	3	(67)	-	-	104
Education Resources	-	96	-	-	-	96
Email service development	111	-	-	-	-	111
Helpline call costs	8	47	(55)	-	-	-
Helpline Freecall	472	508	(686)	-	-	294
Highland Programme	318	-	(273)	-	-	45
Listening Centre	-	305	(116)	-	-	189
Mental Health in the Rail Industry	25	1	(26)	-	-	-
National Suicide Prevention	155	342	(356)	-	-	141
National Training School	246	2	(248)	-	-	-
Northern Ireland	13	34	(38)	-	-	9
Online Chat	-	130	(20)	-	-	110
Online Excellence Programme	489	54	(192)	-	-	351
Prisoner Support & Improving Safer Custody	112	786	(820)	-	-	78
Reduce Gambling Harm	84	-	(84)	-	-	-
Regional grants	238	140	(194)	-	(184)	-
Suicide & Self-harm in Wales	25	207	(193)	-	16	55
Support After Suicide	136	108	(158)	-	-	86
VSCE Health & Wellbeing Alliance	5	111	(116)	-	-	-
Veterans Listening Service	-	295	(280)	-	-	15
Other	173	355	(434)	-	22	116
Total restricted funds	3,278	3,814	(4,667)	-	(338)	2,087

Total funds

25,048	24,559	(25,904)	217	-	23,920

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	Total 2023 £'000
Tangible and intangible fixed assets	-	7,005	-	7,005	7,447
Investments	2,220	-	-	2,220	2,058
Net current assets	10,028	2,778	2,085	14,891	15,726
Liabilities due over 1 year	(196)	-	-	(196)	(183)
Total	12,052	9,783	2,085	23,920	25,048

18 a) Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – tangible fixed assets	This fund comprises the Group’s tangible fixed assets. These are therefore not readily available for other purposes. Transfers represent net cash spent on the acquisition and disposal of assets during the financial year.
Designated fund – property maintenance fund	This fund was established utilising cash assets transferred from branches joining the central charity and has subsequently been topped up from general funds. The fund is used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans’ services into the future.
Designated fund – service expansion	This fund supports new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers.
Designated fund – Strategy & Future Proofing	During 2022 our new strategy was developed, informed by people with lived experience, our volunteers, staff, and supporters. The strategy, which runs until 2029, ensures that we can continue to be there for those who need us most and make our voice heard to make suicide prevention a priority. In 2024/25 a workstream was initiated to consider long-term challenges and opportunities for our charity and how we should respond. This programme has been named ‘Future Proofing’ and in March 2025 £1,500,000 was designated towards delivery over the coming period.
Designated fund – There for Everyone	This fund supported the <i>There for Everyone</i> programme, which helped us to make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people as well as creating more flexible ways to volunteer. This fund is now fully spent.
Designated fund – Ireland	This fund was established in 2023 from legacy proceeds to progress several key workstreams in Ireland over a two year period. This included the development of income generation, public policy, brand awareness and partnerships following the decision to increase autonomy of the Samaritans Ireland Board in these areas. Other workstreams included development of the Samaritans Ireland website, improved oversight of operational work in Ireland, research into self-harm and support to branches in Ireland. This fund is now fully spent.

18 b) Restricted funds

Branch support	This fund ensures Samaritans' critical 24/7 services remain available nationally and locally and to meet emergency financial needs of the branches.
Other branch funds	This fund represents the total of restricted fund balances held by central charity branches.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the city opportunities to support suicide prevention locally and nationally, including the online chat service.
Education Resources	This fund is used to develop our education programme.
Email service development	This fund supports the development of Samaritans' email service.
Helpline call costs	This fund contributes to the central costs of calls to the Samaritans helpline in the UK.
Helpline Freecall	This fund contributes to the central costs of calls to the Samaritans Freecall helpline phone number in Ireland.
Highland Programme	This fund relates to initiation work for Samaritans' targeted promotion of service and new resources to improve mental health and resilience in the West Highlands of Scotland and Skye.
Listening Centre	This fund relates to the development and roll-out of the new Listening Centre platform which now handles all our UK services, including phone calls, online chats, and the Welsh language line.
Mental Health in the rail industry	This fund related to a study into mental health awareness and the railways.
National Suicide Prevention	The National Suicide Prevention Alliance (NSPA) is a cross-sector, England-wide, coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide.
National Training School	This fund supported the growth of our listening services and various service expansion pilots.
Northern Ireland	This fund represents the total of restricted funds held for activity in Northern Ireland.

Online Chat	This fund was for the development of our Online Chat service.
Online Excellence Programme	This fund is for the development and delivery of a hub of excellence in suicide prevention and the online environment.
Prisoner Support & Improving Safer Custody	This fund is for the provision of emotional support to prisoners in distress or crisis in the UK and Ireland.
Reducing Gambling Harm	This fund related to the partnership with GamCare to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Regional Grants	This fund contributes to core helpline costs, volunteer training and other costs incurred regionally.
Suicide & Self-harm in Wales	This fund supports Samaritans and NSPA to carry out our work in Wales.
Support After Suicide	The Support After Suicide Partnership (SASP) is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support.
VCSE Health & Wellbeing Alliance	This fund provides core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance.
Veterans Listening Service	This funding is for a veteran helpline service which provides trained support to improve the wellbeing and resilience of military veterans, including peer-to-peer support.
Other	This fund represents the total of smaller individual restricted funds.

19. Samaritans group companies

a) Samaritans

The charity is a private limited company (registered number 757372), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

Samaritans uses the exemption in Section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure account for Samaritans as a separate entity.

Samaritans recharged expenditure of £1,268,000 to its subsidiaries during the year (2024: £1,086,000) and made payments to its subsidiaries of £nil (2024: £nil). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2025 this amounted to £339,000 (2024: £527,000). At the year-end, £671,000 was due from Samaritans Enterprises (2024: £925,000), and £57,000 was due to Samaritans Ireland (2024: £33,000).

b) The Samaritan Enterprises Limited

Company number: 01451175

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100% of which is owned by Samaritans. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

The principal activity of the company is the delivery of a contract with Network Rail – ‘Tackling Suicide on the Railway’; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited’s income amounted to £1,351,000 (2024: £1,839,000), expenditure amounted to £1,012,000 (2024: £1,312,000) and a surplus of £339,000 was generated (2024: £527,000), before transfers and other recognised gains/losses. At 31 March 2025 assets were £1,356,000 (2024: £1,034,000) and liabilities were £1,356,000 (2024: £1,034,000).

A Memorandum of Understanding exists with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year’s accounts include inter-company charges of £1,268,000 (2023: £1,086,000).

c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. The address of the registered office is 4-5 Usher's Court, Usher's Quay, Dublin 8, Ireland.

By virtue of its constitution, Samaritans is able to exert control over Samaritans Ireland.

Samaritans Ireland's income amounted to £1,451,000 (2024: £1,451,000), expenditure amounted to £1,428,000 (2024: £1,634,000) resulting in a surplus of £23,000 (2024: deficit of £183,000). This figure includes foreign exchange gains on translation into sterling. At 31 March 2025 assets were £1,246,000 (2024: £1,250,000), liabilities were £23,000 (2024: £52,000) and total funds were £1,223,000 (2024: £1,174,000).

The results of the company have been translated at the prevailing currency exchange rate at the average rate.

20. Affiliated and Central Charity branches

Since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

No branches completed the process this year, and no branches closed. Ongoing financial activity relating to these branches has been incorporated into the results of the central charity.

For SCC branches, the unincorporated entities have been retained and, in England and Wales, have been linked to the central charity on the Charity Commission register. Registered addresses for these entities are listed under Samaritans' entry on the register. Each SCC branch holds net assets of £100, which are included within these group accounts as unrestricted funds. The unincorporated entities have charitable objectives which are consistent with those of the central charity.

A listing of Samaritans branches is included on pages 92 to 94, and SCC branches are indicated on this list.

Reference and Administrative details

Honorary President: Felicity Varah Harding OBE

Royal Patron: HM The King

Company name: Samaritans

Registered address and principal office: The Upper Mill, Kingston Road Ewell, Surrey KT17 2AF

Registered charity number: 219432

Company number: 757372

Scottish charity number: SC040604

Website: samaritans.org

Board of Trustees

Keith Leslie (Chair, Board of Trustees)

Dr Hester Wain (Co Vice-Chair)

Richard Bartlett (Co Vice-Chair)

Annie Kent (Honorary Treasurer and Chair of Finance Committee)

Debbie Giwa (Chair of Audit & Risk Committee)

Philip Cliff (Chair, People and Culture Committee)

Dr Anushta Sivananthan (Chair, Service & Quality Committee)

Amanda Millar (Chair, Scotland Committee)

Eleanor Farrell (Chair, Ireland Board, Nominations & Governance Committee)

John Drew (Chair of External Engagement and Research Committee)

Dr Catherine Goodwin (Chair, Wales Committee)

Andrew Donnell

John Jolly

Ella Dorfman (from 01.01.2025)

Rosie Allister (from 01.01.2025)

Rory Girvan (Co Vice-Chair) (term ended on 31.12.2024)

Gaia Marcus (term ended on 27.07.2024)

Samaritans senior staff

CEO: Julie Bentley

Executive Director of Corporate Services: Graeme Danton

Executive Director of External Engagement: Sonya Trivedy

Executive Director of Operations: Lis Skeet

Executive Director of People and Culture: Tiger De Souza

Company Secretary: Andrew Robarts

Directors of Branch Operations and Regional Directors (as of 31 March 2025)

Director of Branch Operations

Director of Branch Operations: Cindy O'Shea

Director of Branch Operations: Gilli Seymour

Director of Branch Operations: Jayne Finch

Director of Branch Operations: Shilpa Shah

East: Susannah Fenton and Jenny Meads

East Midlands: Joy Baker

London: Sue Christopher

North: Libby Dicken (term ended on 31.08.2024)

Anne Nettleship (Interim) (from 01.09.2024)

Northern Ireland: Marcella Taylor

North West: Christina Morgan

Ireland: Jonathan Neville

Scotland: John Knight (term ended 30.01.2025)

Wilma Goodlad (from 31.01.2025)

South: Liz Hebden

South East: Kay Turner

South West: John Huxtable

Wales: Christine Gwyther

West Midlands: Pam Rutter

Yorkshire and Humberside: Belinda Merrison

Bankers: Lloyds Bank Plc, 25 Gresham Street, London EC2V 7HN

HSBC Bank Plc, Units A-J, Austen House, Station View, Guildford, Surrey, GU1 4AR

Investment managers: James Hambro & Partners LLP, 45 Pall Mall, London SW1Y 5JG

External auditors: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Samaritans' branches

Samaritans has more than 200 branches, satellites and hubs across the UK and Ireland. Our dedicated volunteers are our greatest asset, and we couldn't achieve all that we do without their steadfast support.

Thank you to each and every one of our wonderful volunteers for the difference you make in people's lives every day.

Aberdeen

Aberystwyth*

Anglia Ruskin University Cambridge (Hub)

Anglia Ruskin University Chelmsford (Hub)

Arklow (East Coast)

Ashford & Tenterden

Athlone & Midland

Ayrshire

Ballymena

Banbury & District*

Bangor & North Down

Barnsley

Barrow, Furness & South Lakes*

Basildon & Thurrock*

Basingstoke*

Bath & District

Bedford*

Belfast

Berwick (Satellite)*

Bexley & Dartford*

Birmingham

Blackburn with Darwen, Hyndburn &

Ribble Valley

Blackpool, Fylde & Wyre

Bognor Regis, Chichester & District*

Bolton

Borders (Selkirk)*

Boston, Lincolnshire*

Bournemouth & District*

Bracknell, Wokingham, Ascot & Districts

Bradford (Hub)*

Brent*

Bridgend

Bridlington & District*

Brierley Hill

Brighton, Hove & District

Bristol

Bromley & Orpington

Bury*

Bury St Edmunds & West Suffolk

Buxton & High Peak*

Caithness

Cambridge

Canterbury & District

Cardiff & District*

Carlisle

Castlebar (Satellite)

Central London

Chelmsford & Mid-Essex*

Cheltenham & District

Chester & District

Chesterfield

Chiltern

Colchester

Coleraine & District

Cork

Cornwall at Truro

Correspondence*

Coventry & District

Craigavon

Croydon & Sutton*

Darlington & District*

Derby & District

Derry

Doncaster*	Ipswich and East Suffolk
Dorset at Weymouth	Irish Festival
Drogheda	Isle of Man
Dublin	Isle of Wight*
Dumfries*	Jersey
Dundee	Kerry
Dunfermline	Kettering & District
Durham (Central)	Kilkenny and Carlow
Ealing	King's Lynn
Eastbourne & District	Kingston upon Hull
East Surrey	Kingston upon Thames
Edinburgh and the Lothians	Kirkcaldy & District*
Elgin*	Lanarkshire in Hamilton*
Email Hub (Hub)	Lancaster & District
Ennis & Clare	Leatherhead & Mid-Surrey
Exeter, Mid & East Devon	Leeds*
Falkirk & Central Scotland	Leek & District
Farnborough & District*	Leicester, Leicestershire & Rutland
Festival*	Lewisham, Greenwich & Southwark
Folkestone, Dover & Hythe	Limerick & Tipperary
Galway	Lincoln*
Glasgow	Liverpool & Merseyside
Gloucester & District*	London City Hub (Hub)*
Grantham	Lowestoft & Waveney District*
Great Yarmouth*	Luton, South Beds & Harpenden
Grimsby, Cleethorpes & District*	Macclesfield & District
Guernsey	Maidstone & Weald
Guildford	Manchester & Salford
Halifax & Calderdale	Mansfield*
Harrogate & District	Medway, Gravesham & Swale*
Harrow	Mid-Cheshire
Hastings & Rother	Milton Keynes
Havering (Romford)*	Newbridge & Kildare
Herefordshire	Newbury
Herts & Essex (Ware)	Newport & Gwent
Hillingdon	Newry
Horsham & Crawley	North Devon & North Cornwall
Huddersfield	North East Wales*
Inner South West London	North Herts & Stevenage
Inverclyde*	North London (Enfield, Haringey & Barnet)
Inverness	North West Surrey*

North West Wales
 Northallerton & The Dales*
 Northampton
 Northumbria*
 Norwich
 Nottingham
 Omagh
 Orkney*
 Oxford
 Pembrokeshire
 Pendle, Burnley, Craven & Rossendale
 Perth
 Peterborough & District
 Plymouth, East Cornwall & South West
 Devon
 Portsmouth & East Hampshire
 Powys in Llandrindod Wells
 Preston & District
 Reading
 Redbridge*
 Rochdale, Oldham & District*
 Rotherham
 Salisbury & District
 Scarborough
 Scunthorpe*
 Sevenoaks (Hub)*
 Sheffield
 Shetland
 Shrewsbury
 Sligo
 Slough, Windsor & Maidenhead
 Solihull*
 South Cheshire
 South Devon

South Wales Valleys (Hub)*
 South West Herts
 Southampton & District
 Southend-on-Sea
 Southport & District*
 Stafford
 Stockport*
 Stoke-on-Trent & Newcastle
 Stratford-upon-Avon & District
 Sunderland*
 Swansea
 Swindon & District*
 Tamworth
 Taunton & Somerset
 Teeside (Middlesbrough)*
 Telford
 Tunbridge Wells & District
 Tyneside*
 Wakefield & District*
 Walsall & District*
 Waltham Forest (Leyton)*
 Warrington, Halton & St Helens*
 Waterford & the South-East
 West Cork (Satellite)
 West Cumbria
 Western Isles
 Weston Super Mare & North Somerset
 Wigan
 Winchester & District
 Wolverhampton
 Worcester
 Worthing
 York
 Yeovil, Sherborne & District

*These are part of Samaritans Central
 Charity as of 31 March 2025

Donors and supporters

29th May 1961 Charitable Trust

Accurasale

Alan Boswell Group Charitable Trust

Anthony and Elizabeth Mellows Charitable Settlement

Atlas Fund

Baillie Gifford

Berry's Jewellers

Bloomberg

Bukhman Philanthropies

Cadogan Charity

Cala Homes

Central Co-op

Chris and Gilda Haskins

Computacenter

Constance Travis Charitable Trust

Costain

CRH Charitable Trust

Department of Health and Social Care

Derek Raphael Charitable Trust

Dr Vik Bansal

Dr Vivian Child Charitable Trust

FirstGroup plc

Flying Tiger Copenhagen

Frenchic

Gemma Booker

Henry Oldfield Charitable Trust
His Majesty's Prison and Probation Service

Hosking Charitable Trust

Inman Charity

Irish Prison Service

J & M Britton Charitable Trust

J J Fenwick Charitable Trust

James and Patricia Hamilton Charitable Trust

James Tysoe Trust

John Armitage Foundation

John Browne Charitable Trust

Leslie Mary Carter Charitable Trust

Lincolnshire Freemasons

Llywodraeth Cymru / Welsh Government

Mayer Brown

Michael Cornish Charitable Trust

Moondance Foundation

Netherdale Trust

Next plc

Northern Ireland Prison Service

Options Fund

P F Charitable Trust

Peacock Charitable Trust

Pears Foundation

Penelope Martin Charitable Trust

Price Bailey

Procurement Hub	Three UK
Reinsurance Group of America	Trott Family Charitable Trust
Schroders	Unbiased
Scottish Government	Version 1
Scottish Prison Service	Walter Guinness Charitable Trust
SE Trains Limited	World Gold Council
ShareGift	
Siemens Mobility	
Stefan & May Frances Kwasniewski Charitable Trust	
T. G. Piggot Trust	
Teneo	
The 29th May 1961 Charitable Trust	
The Bothwell Charitable Trust	
The David Meek Discretionary Trust	
The Grocers' Charity	
The John Browne Charitable Trust	
The Julia Rausing Trust	
The Millenium Stadium Charitable Trust	
The NFU Mutual Charitable Trust	
The Oakdale Trust	
The Prudence Trust	
The Rank Foundation	
The Waterloo Foundation	
The White Company	
The Wolfson Foundation	
The Worshipful Company of Girdlers	
The Worshipful Company of Innholders	
The Worshipful Company of Plaisterers	

SAMARITANS

England & Wales - Charity number 219432

Accounts

SAMARITANS

**Samaritans Annual
Report and Accounts**
2023/24

Trustees' Annual Report and Accounts

Strategic report.....	4
Letter from Chair and CEO	4
Our strategy.....	6
About this document.....	7
Our performance.....	7
Priorities	8
Access	8
Reach	11
Impact	14
Capacity	19
Sustainability	22
Principles	26
Equity, diversity and Inclusion (EDI)	26
Personal experience	27
Safety and quality	27
Evidence-based.....	28
Vocal and visible	30
Innovation and technology.....	30
Environmental responsibility.....	31
Financial review.....	33
Risks and uncertainties.....	38
Governance report.....	42
Our structure	42
Incidents and Reporting	47
Fundraising Activities Statement	48
Streamlined Energy and Carbon Reporting	51
Statement of Trustees' responsibilities	54
Independent Auditor's Report to the Members and Trustees of Samaritans	55
Consolidated Statement of Financial Activities	60
Charity Statement of Financial Activities	61

Consolidated and Charity Balance Sheet	62
Cashflow statement	63
Notes to the Accounts.....	64
Reference and Administrative details	87
Board of Trustees	87
Samaritans senior staff	88
Regional Directors (as of 31 March 2024)	88
Samaritans branches	90
Donors and supporters.....	94

Strategic report

Letter from Chair and CEO

As you read this letter, no matter what time it is, Samaritans volunteers across the UK and Ireland are responding, via phone, email, letter, online chat and in person, to people who are struggling to cope. Almost one in four of their conversations will mention suicidal feelings or behaviours.

This year, we marked 70 years of being there. In November 1953, the first-ever call was answered to what would become Samaritans' helpline. This single act of humanity became a service involving tens of thousands of Samaritans who together over the years have answered more than 134 million calls for help. It's an incredible achievement and we thank every volunteer and member of staff, past and present, for their contribution.

While the safe space and human connection offered by Samaritans hasn't changed since we began, the world we live in is so very different. And right now, it's tough.

This year more than 400 calls a day¹ were from people worried about their finances or unemployment. Our callers are feeling the brunt of the cost-of-living crisis and so are we. Our income is down for the third year running, while costs continue to rise. We've had to make some really difficult decisions – stopping or postponing projects that we simply don't have the funds for currently.

In fact, this year it became clear that we're not going to be able to deliver everything we set out to do in our strategy by 2027. Yet this work is so important for our vision: that fewer people die by suicide. For this reason, in early 2024, our Board made the decision to extend our strategic period to 2029, giving us two more years to raise funds and do the work. During 2025, we will review progress with the strategy and consider further changes in the light of the latest developments and Samaritans' financial situation.

Despite the challenges, you'll see in this report that we have continued to make progress against our strategic priorities and principles. To name just a few: volunteers and staff have worked hard to extend the opening hours for our online chat service and we're proud to have played an instrumental role in shaping national suicide prevention strategies across our five jurisdictions and the Online Safety Act in Westminster. This report gives many more examples of our work.

Awareness of Samaritans and our campaigns continues to rise, which is essential both for the reach of our services and for raising funds – and for our credibility influencing governments across our five jurisdictions in the UK and Ireland. We were thrilled to be named as charity partner for 2024 London Marathon, which is a huge honour and a unique opportunity for even greater awareness of our life saving work. Overall, despite the

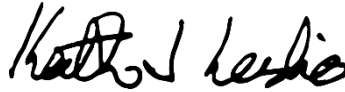
¹ In January 2024, over 13,000 (7.3%) emotional support contacts mentioned finance/unemployment concerns, which is a daily average of over 440 calls per day. This was recorded by volunteers through our eLog, an anonymous system for tracking caller concerns.

challenges, you can be assured that Samaritans remains a vibrant, viable and vital organisation worthy of your continuing support.

Enormous thanks go to all our supporters, and to everyone who has used their voice and experience to help and speak up for our work this year. In 2024, we must inspire many more people and organisations to do so, so Samaritans can continue to be there for people who need someone to listen without judgement.

A handwritten signature in black ink, appearing to read 'Julie Bentley', with a large, stylized loop at the end.

Julie Bentley, CEO

A handwritten signature in black ink, appearing to read 'Keith Leslie', with a large, stylized loop at the end.

Keith Leslie, Chair

Our strategy

In April 2022, we launched *Tackling suicide together: providing a safe space in uncertain times*, our strategy to guide us in fulfilling our purpose of being there for people who are struggling to cope and in times of crisis.

Day and night, Samaritans is here for people throughout the UK and Ireland, whenever and however they need us. We're committed to providing the best quality of service possible to help the people we support believe in tomorrow.

We've listened to those with lived experience, our volunteers and staff to understand how we can make an even greater difference. This has helped us to define the role that Samaritans will play as we look to the future of suicide prevention.

Our vision is that fewer people die by suicide, and we believe that aligning our work with the five priorities outlined in *Tackling suicide together* will help us achieve this.

- **Access:** Make sure anyone who needs us can access our support.
- **Reach:** Reach more people to let them know we're here.
- **Impact:** Make our voice heard at a national, regional and local level for maximum impact.
- **Capacity:** Increase our capacity to become one team of valued, diverse, skilled people.
- **Sustainability:** Build meaningful relationships with our supporters to ensure our sustainability.

Due to the financial challenges of the cost of living crisis over the past two years, our Board of Trustees have made the decision to extend our Samaritans strategy to 2029 as we have not been able to progress at the pace we had hoped. The Board will be reviewing our progress against our strategic aims at the new mid-point of our strategy in 2025.

In the 2023/24 strategic year, we have taken some important steps to move from strategy to activity. We've started work on future-proofing our 24-hour listening service, improved access to our support for people who may be at higher risk of suicide, provided more flexible ways of volunteering and campaigned on issues that will reduce suicide. Samaritans are always here, 24 hours a day, 365 days a year, and we will continue to stand by our strategic priorities and principles to help create a future full of hope for those who are struggling to cope.

About this document

The following pages highlight how we performed against our strategic priorities in 2023/24.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from The Scottish Charity Regulator, the Charity Commission for Northern Ireland, Ireland's Charities Regulator and relevant bodies within crown dependencies. In particular, Samaritans' core listening and online services are free to the general public. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).

Unless otherwise stated, the service statistics in this report are for the 2023 calendar year. Please see our 2023/24 Impact Report for more information about our work and how it is making a difference.

Our performance

Samaritans is committed to making change that saves lives and our performance this year reflects this. We've worked with people with lived experience, volunteers, staff and our supporters to make sure that Samaritans can be there for anyone who needs us.

From tackling harmful suicide and self-harm content with new laws to extending our online chat operating hours, we've used our strategic priorities and principles as a road map towards our vision that fewer people die by suicide.

Priorities

Access

We're working to make sure that anyone who needs us can access our support.

Our strategic objectives:

- Further develop our support services.
- Strive to ensure the highest standards in our services.

Performance against strategic objectives:

We successfully extended opening hours for our online chat service. Online chat is helping us reach more people who might not otherwise access our services. This year, our branches and hubs that deliver this service worked together to open an additional online chat shift on Friday evenings. Our online chat service is now available Monday-Friday from 6pm-10pm and Sunday from 6pm-8pm. Samaritans' online chat service is still currently in its pilot phase, but this year we will be starting an evaluation of this project to inform future development which should be completed by February 2025.

We continued to improve the way we deliver our email service so that we can support people in a way that works for them. Samaritans' email service offers a different way for people to seek support and provides a space for people to express themselves without the pressure of a real-time conversation. This year we developed the way we deliver our email service so that our dedicated virtual Email Hub works in partnership with some of our local branches to deliver this service. This is underpinned by a new email service specification and service level agreement to ensure that our email service operates to a unified, high-quality standard that achieves the best possible experience for anyone who reaches out to us by email.

We opened a dedicated helpline for people who have served in the Armed Forces.

Launched in March 2024, our Veterans' Emotional Support Helpline provides a safe and non-judgemental space for people who have served in the Armed Forces to talk about their experiences. Feedback suggests that veterans prefer to speak to someone who has lived experience or a good understanding of the Armed Forces and Samaritans' anonymous helpline data shows that suicidal feelings were discussed in around 1 in 3 calls for help from veterans. We published a [Veterans Emotional Support Helpline webpage](#) to provide more information on this service for veterans, serving members of the Armed Forces and their family members. We also created awareness materials to promote this service.

We continued to support people in prison through our Listener scheme. People in prison are significantly more likely to die by suicide, and the Listener scheme aims to reduce suicide and self-harm in prisons. Listeners are people in prison who are trained by Samaritans to provide emotional support to their peers who are struggling to cope or feeling

suicidal. Our prison Listeners responded to calls for help more than 48,000 times in 2023, spending over 27,000 hours supporting people in prison face to face. People in prison can also seek support from Samaritans' helpline. In 2023, volunteers in branches answered almost half a million calls from people in prison.

We are reviewing and updating our policies and procedures relating to Samaritans' Listener scheme in prisons. This will in turn help us revise our Listener Core Training (LCT) in the near future, ensuring Listeners continue to feel competent and confident to deliver the role. We have also been working with HMPPS and their telecoms provider to improve our phone service to prisons by developing better ways of addressing the smaller proportion of calls we do not tolerate (service misuse), such as abusive or threatening behaviour. Reducing these calls will improve the experience for our volunteers and help us answer more of the many genuine calls we receive from people in prison, and others.

We were recognised by the Welsh Language Commissioner for our strong commitment and dedication to the Welsh language. This acknowledgment, known as Cynnig Cymraeg (Welsh Offer), emphasises our robust plan to incorporate the Welsh language into our service delivery throughout Wales and beyond. At Samaritans, we believe that offering services in a language of choice can make a significant impact. We have embraced the challenge of ensuring Welsh and English languages are treated equally in Wales, and in delivering bilingual content and services for the Welsh-speaking population.

We continued to review the services we offer to under-18s to help us decide our future approach to working with children and young people. We've built our internal evidence base by undertaking new research and looking at existing evidence around how our services are used by children. This year, we started the implementation phase of this review, underpinned by a report to our Board of Trustees that outlined findings from ten streams of work. The report recommended a plan of work over the next two years that will further increase the safety and effectiveness of our activities with this age group. This will include refreshing school materials and making some changes to our criminal record checks. We have secured funding from the Prudence Trust to update and refresh our school materials.

We promoted quality and safeguarding across all our work. This year we reviewed and further developed our safeguarding and confidentiality policy to include our stance on responding to threats of harm to others and worked on adding to the depth of our regular safeguarding reporting. Across the organisation, we have embedded robust safeguarding practices. This includes introducing a dedicated Safeguarding Officer in Ireland and implementing additional criminal records checks for relevant volunteers and staff in both Ireland and the UK. We have effective service quality assurance processes in place across Samaritans, including completion of our first full quality audit and subsequent regular quarterly reporting on quality assurance findings, as well as feedback to our branches where their volunteers have excelled or where they may need some further support. We have also

developed an implementation plan for a shared operating model for telephony support in the UK and Ireland.

Future plans:

Below are some of our priorities for the coming year, which are helping us lay the foundations to deliver against the ambitious goals we've set out in our strategy. Alongside this, we'll continue working on many of the projects mentioned above, making sure that we meet our long-term objectives. We will also continue our vital core work, which includes running our 24/7 helpline and providing a safe and effective service.

- In the next year, we will introduce a new platform, which we're referring to as our 'Listening Centre', to answer calls, emails and online chats. All traditional landlines in the UK are being switched off and the current platform that UK volunteers use to take calls and deliver online chat is also being retired by our current supplier. This is an opportunity for us to secure a new and improved platform for our listening services across the whole of the UK and Ireland, which we'll be transitioning to by the end of 2024 in the UK and 2025 in Ireland.
- We will also be switching all of our branch phone lines from analogue to Voice Over Internet Protocol (VoIP). VoIP is a means of making phone calls using an internet connection instead of a traditional landline. To facilitate this change, we will be moving our UK branches over to VoIP with a strong internet connection that is fast and reliable enough to enable branches to take calls over the internet.
- We will continue to work to improve our email service, delivered in partnership by the virtual Email Hub and volunteers in branch, and increase the opening hours for our online chat pilot so that we can publicly launch the service and start to promote it more widely.
- We're not always able to answer every call to our helpline as quickly as we would like, especially in the early hours of the morning when we have fewer volunteers answering calls. We are working with our network of branches to increase the number of volunteers answering calls at night, and aim initially to reduce the number of calls that don't get answered from an average of 28% to 20%.

Reach

We're reaching more people to let them know we're here.

Our strategic objectives:

- Increase our visibility in places of need.
- Strive to be there for people at higher risk of suicide.

Performance against strategic objectives:

We continued to expand our service to be there for more people. This year saw the launch of new Samaritans locations in Ireland; in Castlebar, Carlow and Clonakilty.² Respectively these are satellites of our Galway, Kilkenny and Cork branches. Our teams in Bradford, London City Hub and Sevenoaks continued to focus on increasing their volunteer numbers³ and work with local communities. We also built on our partnership with Anglia Ruskin University (ARU), including adding Samaritans' phone service to our ARU Chelmsford hub in addition to the online chat service already being provided.

We encouraged people to trust their instincts and start a conversation if they see someone who might need help through our Small Talk Saves Lives campaign. The campaign is delivered in partnership with Network Rail, British Transport Police and the wider rail industry. Since launching in 2017, Small Talk Saves Lives has successfully raised awareness within railway stations and other public settings that starting a conversation with someone who is struggling to cope could save their life. The campaign helps boost people's confidence in identifying people who appear to be in distress and knowing what to say in these situations. The campaign has even had a significant influence on the likelihood of people approaching and speaking to someone who appeared distressed at a railway station; 36% of those who saw the campaign said they would, compared to 23% among those who didn't see the campaign. The latest phase of the campaign launched on 22 February, with a Small Talk Salon at London King's Cross railway station. We secured widespread media coverage across England, Scotland and Wales and our campaign film was viewed by over 1.7 million people thanks to our partnership with Sky and Samba TV. Over 40 radio interviews took place and more than 280 print and online news outlets covered the campaign launch. London Live and Greatest Hits Radio visited the salon to do a series of interviews on the day. Our station event was visited by Huw Merriman MP, Minister of State for Rail.

² So far, we have recruited and trained 24 new volunteers in Clonakilty, 20 new volunteers in Castlebar, and 8 new volunteers in Carlow. In addition, more than 30 volunteers from other branches have moved across to these new locations.

³ Comparing the month of April 2023 and March 2024, we saw a 23% increase in volunteer numbers in Bradford, an 18% increase in London City Hub and a 7% increase in Sevenoaks. Volunteer numbers fluctuate on a monthly basis but the latest data we have (from May 2024) continue to show an increase across these three locations.

We reminded everyone to reach out for a cuppa and a catch-up with the people they care about on Brew Monday. Held on the third Monday of January, Brew Monday encourages people to connect with others and talk about how they're feeling, raising awareness of Samaritans and providing positive opportunities for engagement. Many Samaritans branches took part, with at least 180 rail and community events held across the UK and Ireland. Once again, #BrewMonday trended at number two on X (formerly Twitter). Our overall engagements on social media were up by over 100 per cent at 76k this year, compared to 34k in 2023. The campaign also generated 165 pieces of media coverage.

We engaged with local communities, employers and organisations across the West Highlands and Skye. The project aims to raise awareness of Samaritans' services and encourage people to seek support when they need it. Issues of isolation, access to health services and stigma can make getting help challenging in these mostly rural areas. With a strong focus on lone and isolated workers, we offered a range of support to improve mental wellbeing and reduce suicide risk. Through this project, we have achieved greater visibility in the region, working closely with community organisations and workplaces to promote our services and support. We offered training to help to build people's skills and confidence in supporting people who are struggling to cope. We have also improved our own knowledge and insight into what supports lone and isolated workers.

We joined forces with well-loved public figures to raise awareness of Samaritans in Ireland. Over 500 Samaritans volunteers and supporters joined former broadcaster Charlie Bird's inaugural Hand of Friendship Walk in Wicklow in April 2023. Charlie, who had been battling Motor Neurone Disease (MND), vowed to raise awareness of our work throughout his illness. Charlie supported Samaritans up until he sadly lost his battle with MND in March 2024. Samaritans Ireland was also the chosen charity of Brent Pope's 'Elephant in the Room' project, which engaged Irish stars and broadcasters to design baby elephant sculptures to raise awareness of mental health.

We worked to raise awareness of Samaritans among young people in Northern Ireland. This year, we produced a series of videos for young people. Through these videos, filmed at our eight branches, we aim to show younger people that not only can they talk to us at any time, without judgement, but that we can provide them with a safe space to explore their thoughts and feelings.

We were unable to move forward with planned developments for our branch outreach activity. Our outreach activity refresh is still on hold due to a lack of staff capacity but when it is ready, this resource will be rolled out to provide a more permanent outreach focus and support for the wider organisation on an ongoing basis. This year, in preparation, we have updated and expanded the 'outreach policy and training' section on our intranet for Samaritans volunteers and staff.

Future plans:

Below are some of our priorities for the coming year, which are helping us lay the foundations to deliver against the ambitious goals we've set out in our strategy. Alongside this, we'll continue working on many of the projects mentioned above, making sure that we meet our long-term objectives. We will also continue our vital day-to-day work, such as raising awareness of our service and increasing our visibility in the areas of greatest need.

- We will continue to work to make sure that children are safely and effectively supported through our helpline, chat and email service options, and our education-based activities, for example by reviewing and updating our schools outreach resources.
- We will be working across the branch network to co-create a new outreach strategy so we can reach more people in communities at higher risk of suicide.
- In Wales, we're running the 'Our Farming, Our Future' project with young farmers. This is funded for an initial period of one year, with a possible extension for a second year, by NFU Mutual Charitable Trust and the Moondance Foundation. Working in partnership with farming support charity, Tir Dewi, we will work closely with Wales Young Farmers Clubs (YFC) and their members, initially focusing on the counties of Powys and Ceredigion.

Impact

Making our voice heard at a national, regional and local level for maximum impact.

Our strategic objectives:

- Influence governments and public service.
- Build and use an evidence base.
- Build partnerships for change.
- Influence key industries and sectors.

Performance against strategic objectives:

We changed the law to create a suicide-safer internet. Samaritans had significant influence on the Online Safety Bill as it completed its passage through the Westminster Parliament and became law. We've been working to influence the Bill since it was first announced in 2019, using expertise from our Online Excellence Programme, publishing new research showing the extent of harm caused, meeting Ministers, Shadow Ministers and officials, targeting key MPs, briefing parliamentarians ahead of debates, getting amendments to the Bill tabled and inspiring individuals to take action with us. Now, thanks to Samaritans' campaigning, all internet platforms hosting user generated content, such as social media companies, will have to ensure children (under 18s) can't access any harmful suicide and self-harm content. All platforms will have to ensure adults and children can't access any illegal suicide and self-harm content; the biggest platforms or those with particularly high risk will have to undertake and publish risk assessments that set out how they are going to deal with different types of content and ensure they're implemented; and a new UK wide communications offence was created of assisting or encouraging self-harm.

We helped secure a new national suicide prevention strategy for England. We intensively influenced this strategy's development for over a year and throughout numerous government changes, before its publication in September 2023. We did this through our leadership on the government advisory group, working directly with officials, working alongside people with lived experience, working cross-party with key parliamentarians, and inspiring our campaigners to take action and keep the pressure up. The new strategy has a host of items that we helped to include, such as a 'no wrong door' approach, meaning it shouldn't matter which service you access, you should still get timely support if you're experiencing suicidal thoughts or feelings. It also recognises the important role that Samaritans plays, mentioning work like our prison Listener scheme, Veterans app, Online Excellence Programme, media advisory service, rail programme and training.

We held an awareness session for Parliamentarians on what they can do to spot and support someone who might be at risk, in their role as frontline public servants. The event was jointly hosted by Sajid Javid MP and Commons Speaker Sir Lindsay Hoyle MP in November – both of whom have been bereaved by suicide. More than 40 MPs attended

including the mental health minister Maria Caulfield MP and her Labour counterpart, Abena Opong-Asare MP.

We worked to secure a new dedicated suicide prevention strategy for Wales. Working with the National Advisory Group for Suicide Prevention, we asked the Welsh Government to commit to a continuation of distinct suicide and mental health strategies. We were invited to join a drafting group for the new Suicide Prevention Strategy. We were the only third-sector organisation asked to do this and have participated fully in the drafting process. We also worked with Welsh Government officials to shape the consultation process around children and young people, to ensure it is meaningful but mitigates the risks of engaging young people in challenging subject matter.

We continued to play a key role in delivering Scotland's new national suicide prevention strategy. We were appointed by Scottish Government to lead on Outcome 1 of Scotland's suicide prevention strategy, *Creating Hope Together*. This involved working across the Government to ensure that policies are developed and implemented to address the inequalities that contribute to suicide risk. We have delivered workshops and events to bring people together to share best practice and knowledge on approaches that help to reduce risk at locations of concern. This will inform the development of a national approach to reduce access to means and support local action. We have also facilitated discussions with policy teams in government and commissioned research to better understand the social determinants of health and suicide. We successfully delivered media reporting training to elected members of parliament, local spokespeople, and journalists working in local media to ensure suicide is reported more responsibly.

We established a Mental Health Policy Alliance in Northern Ireland to drive policy changes and reduce suicide rates through working together. Given the complex issues in the region, addressing mental health and suicide prevention is vital. The alliance will focus on key objectives, pooling expertise and resources for greater impact, leveraging the strengths of each organisation to drive lasting policy changes. We have held several design thinking sessions to advance our vision and activities.

We held a mental health seminar at Parliament Buildings, Stormont, in Northern Ireland. During the seminar we shared findings from our impact report as well as our strategic priorities for 2022 to 2027. Sarah Travers, BBC journalist, hosted a panel-led discussion as we called for openness on the 'Progress and Challenges of Mental Health in Northern Ireland'. The panel comprised of Professor Siobhan O'Neill, Mental Health Champion for Northern Ireland, Professor Sir Michael McBride, Chief Medical Officer for Northern Ireland, Claire Curran, Head of Services for Survivors of Suicide Support Group and Professor Gerry Lynch, Consultant Psychiatrist and ex chair of RCPsych Northern Ireland.

We were unable to set up a Northern Ireland Advisory Board this year. The plan was to set up the Advisory Board to strengthen our links to the Northern Irish community and support the implementation of our work, but it was not possible this year due to lack of capacity.

We engaged with the new office of the Online Safety Commissioner within Coimisiún na Meán (the Media Commission in Ireland). We had multiple engagements with the Commission throughout 2023, including submissions to two consultations on the first drafts of the Online Safety Code. We stressed the important balance of ensuring that legal but harmful content is minimised, while opportunities for support are maximised and steps are taken to reduce the stigmatisation of people who turn to the internet to share their stories and seek support. We also highlighted the need to ensure platform moderators, commission staff and others who would come across difficult content are adequately equipped and supported to reduce the risk of desensitisation and burnout, helping to keep the internet a safer space.

We hosted the National Suicide Prevention Alliance (NSPA) and Support after Suicide Partnership (SASP). We're supporting them to share best practice across the country around suicide prevention and postvention services. With a membership of over 2,000 organisations and individuals, and a large network of people with lived experience, NSPA is uniquely placed to ensure insights are feeding directly into national policy. This has included supporting organisations such as city Bridge Trust, STORM and Leicester City Council. SASP has continued to deliver support for commissioned suicide bereavement support services across England and published important new research and guidance about how to provide support after a suicide to people from the LGBTQ+ community and those who are neurodivergent.

We continued developing and delivering our Online Excellence Programme to make the internet safer for everyone. The Online Excellence Programme took a multi-faceted approach to maximising support and minimising harm online through increasing the evidence base with research, working with industry to improve practice, influencing legislation, and working to improve awareness and understanding with young people and those around them including parents, carers and practitioners. The programme reached over 11,000 people who work to support people at risk of suicide or self-harm, equipping them to discuss issues around internet use. We reached over 2.5m people through our information on how to keep yourself and others safe online. Our industry guidance on how to deal with suicide and self-harm content online has been viewed 4,246 times. We also completed research with the University of Birmingham and the University of Bristol to improve understanding of what makes content harmful and to whom, and the impact of engaging with this content over time.

We continued our strategic partnership with National Highways. Through this partnership, we provided them with guidance and advice to support their suicide prevention strategy for the strategic road network. This included ensuring they have access to the latest research, developing an evaluation toolkit to improve their measurement and supporting their Regional Safety Programme Managers. We gave advice to our branches and external stakeholders around interventions in non-rail public places nearly 200 times and 90 per cent of these people felt very or extremely confident after our support. We've also helped

coordinate the Safer Public Spaces Network, bringing together practitioners across the country to improve practice around high-risk locations.

We continued our partnership with the rail industry to reduce the number of lives lost to suicide on the railways. In 2023 we trained over 2,700 rail staff in Samaritans' suicide prevention and trauma awareness courses. Since the start of our rail partnership in 2010, Samaritans has trained over 34,000 rail staff to save lives.

We engaged with multiple partners both within and external to the rail industry focused on communities of need, underpinned by data of where the highest risk lies. This resulted in eight engagement events across the UK, bringing together our volunteers, other charities and local service providers to improve awareness of the services available and increase help-seeking. Events were held in Dunbar, Beeston, Dalmeir, Bridgend, Northallerton and Plymouth. We delivered post incident support on 74 occasions to rail industry staff and commuters who witnessed a suicide at a station. This service ensures that Samaritans volunteers can provide face-to-face emotional support for those who may be in distress and reduce the risk to people who may be vulnerable. This year, we delivered the latest phase of our award-winning Small Talk Saves Lives campaign, which encourages the public to trust their instincts if they see someone who might be in crisis and use everyday small talk to potentially interrupt their suicidal thoughts. For more information about our Small Talk Saves Lives campaign, see our [Reach](#) priority above.

We delivered our media advisory service, encouraging responsible portrayal and reporting of suicide. We provided advice over 630 times to editors, journalists and programme makers, advising on safe coverage. We also delivered 39 training sessions aimed at improving responsible reporting among journalists, journalism students, and content making among producers. Thanks in part to this work, less than one per cent of stories on average named novel methods and over three-quarters of stories included supportive signposting. We advised on some very high profile and challenging stories about suicide. The organisations we worked with included a production company for Disney+ and a male mental health story in Emmerdale.

We determined a course of action for a new large-scale national survey about suicide and self-harm. This national survey will help us understand what the key gaps in national data are around the prevalence of suicide and self-harm, and the risk and protective factors associated with them. This extensive scoping work can now be used to build a comprehensive and much-needed survey to understand suicide and self-harm better at a national level. We will use this work to drive forward this research in the coming year, with partners.

We were unable to further develop our regional influencing work this year. We wanted to develop our work to influence locally and regionally, working with our branches to make

life-saving change by influencing governments and public services. Unfortunately, we were unable to undertake this work due to lack of capacity and limited budget.

Future plans:

Below are some of our priorities for the coming year, which are helping us lay the foundations to deliver against the ambitious goals we've set out in our strategy. Alongside this, we'll continue working on many of the projects mentioned above, making sure that we meet our long-term objectives. We will also continue our vital day-to-day work, such as campaigning to make suicide prevention a priority and building partnerships that result in positive change.

- Following on from the 2024 UK general election, we'll be building relationships with the new government and campaigning to make sure action on suicide prevention is prioritised.
- In Scotland, as part of the Suicide Prevention strategy, we'll be pushing for government action to reduce suicide risk factors.
- We'll continue to influence other organisations to make changes that can save lives, for example through our media advisory services, partnerships with National Highways and the rail industry, and by hosting the National Suicide Prevention Alliance (NSPA) and Support After Suicide Partnership (SASP).
- We are developing a new framework to align our data, monitoring, reporting and evaluation activities to give us better insight into our impact and improve our performance.
- We're continuing to implement a strong foundation plan for working with people with lived experience to make sure we're embedding this insight into our work as much as possible.

Capacity

We're increasing our capacity to become one team of valued, diverse, skilled people.

Our strategic objectives:

- Build one Samaritans through collaboration and hybrid working.
- Increase the capacity and diversity of our people.
- Develop our people and their skills.

Performance against strategic objectives:

We recruited and trained more volunteers through Samaritans Training School, helping us to be there for more people. Samaritans Training School (STS) is a central recruitment and training team run by staff and volunteers. It's not here to replace branch recruitment or training teams, but to strengthen and add to the work that's already going on in our branches. Launched in Autumn 2021 to help support the training requirements for our growing service expansion programme, STS has supported over 1,000 volunteers. In 2023/24, STS recruited 705 potential volunteers and supported the retention of an additional 698 branch volunteers through core and embedding programmes. In another area of their work, STS have now planned and delivered 24 placement weeks for over 400 Anglia Ruskin University students. Students attending have been from a range of helping professions including trainee paramedics, paediatric nurses, physiotherapists and social workers.

We reviewed our Branch Director role and volunteer leadership at our branches. This review is helping us better understand and address the challenges our volunteer leaders face and how we can best support them. The first stage of the review was to 'define the role', making changes to the scope and structure of the director role. We will continue to review our volunteer policies and with more defined leadership roles, we can begin to roll out a more defined role profile and a handbook with supporting guidance in the coming months. This project has been a true collaboration of volunteers and staff members working together to create a more flexible, inclusive and welcoming environment for potential volunteer leaders.

We worked to build closer working relationships between our volunteers and staff team by embedding the new volunteer role of Director of Branch Operations. Together, these four volunteer leaders provide leadership, direction and support for our Regional Directors and report directly into the Executive Director of Operations.

We continued efforts to improve communication and engagement with volunteers and staff. This year we reviewed our communication channels for volunteer leaders and launched a number of initiatives aimed at better supporting and engaging this important group. We developed a new quarterly branch forward planner to map out the months

ahead with key activities and events highlighted to help our leadership teams with planning. We also launched new quarterly leadership calls to connect our volunteer and staff leaders, helping support two-way communication and feedback. In addition, we delivered virtual conferences for Samaritans staff and volunteer leaders to help engage our people in our strategic aims and to provide important opportunities to celebrate our wide-ranging work and impact.

We're reviewing how Samaritans branches and our Central Charity work together. This includes our operating agreement and the central charity services provided to branches. In this review, we are working to identify 'what it is to be a Samaritans branch or hub', providing clearer policy, process and ways of working to ensure a consistent, high-quality service across the Samaritans network. We expect to complete this review in 2024.

We launched an organisation-wide programme of learning and development opportunities and resources for all staff. Launched in Autumn 2023, Samaritans Development Programme will help us build skills and capability across Samaritans over time. We plan to roll out this programme for staff people leaders in 2024, focusing on skill building in four key areas: accountability, empowerment, inclusivity and connection. We are also providing apprenticeship opportunities for Samaritans staff through Corndel. Three apprenticeships were chosen to build people, project and business management skills at all levels. So far, 26 colleagues have signed up for an apprenticeship.

We've amended the level of criminal record checks that our volunteers need. In addition to the Enhanced level (or equivalent according to the jurisdiction) all of our listening volunteers now have checks against the children's barred list. And for the first time, we have started conducting basic criminal record checks for our non-listening support volunteers. We launched this project in March 2024 in three regions and will continue introducing criminal records checks for all caller-facing staff and volunteers in shops over the following 12 months.

We've improved training for our Investigation, Hearing and Appeal officer volunteers. This new training will better help these volunteers conduct fair and consistent investigations in response to concerns and complaints. We created new guidance documents, improved insights for the local and regional leadership teams, and expanded our reach of mediation. Our Volunteering team has worked closely with the EDI team and other teams across the organisation to support this process as thoroughly as possible.

Future plans:

Below are some of our priorities for the coming year, which are helping us lay the foundations to deliver against the ambitious goals we've set out in our strategy. Alongside this, we will continue working on many of the projects mentioned above, making sure that we meet our long-term objectives. We will also continue our vital day-to-day work, such as

recruiting new volunteers and making sure that our volunteers and staff have the training and support they need to carry out their roles.

- We're continuing our branch leadership review to make senior voluntary roles more achievable and appealing by rolling out a more defined role profile and a handbook with supporting guidance.
- We're rolling out our enhanced criminal records process for staff and volunteers, including support volunteers, any caller-facing staff and volunteers in shops.
- We're designing a people plan for Samaritans that will identify the work we need to do to develop and invest in our volunteers and staff, improve our culture and embed our strategic principles across everything we do.
- We're carrying out an organisation-wide survey to understand the views of volunteers and share best practice across Samaritans to help engage and retain volunteers.
- We will continue to deliver our Equity, Diversity and Inclusion plan across Samaritans, taking targeted action to improve our representation and make sure we have an environment where our people feel safe, that they belong and that their experiences are valued.

Sustainability

We're ensuring our sustainability by building meaningful relationships with our supporters.

Our strategic objectives:

- Inspire people to support us.
- Develop meaningful partnerships.

Performance against strategic objectives:

Our Break the Silence appeal achieved remarkable success in raising awareness and funds for suicide prevention. This campaign raised £480,000, ensuring that Samaritans can continue to provide crucial support to those in need. This success was complemented by significant TV, digital and media coverage, resulting in 102 million impacts and 12,000 web visits. The campaign's new angle, 'Because you were there', highlighted powerful, real-life stories from individuals who had experienced the life-saving support of Samaritans. These stories emphasised that because Samaritans were there to listen, many people who were struggling have been able to break their silence and talk about feeling suicidal. The campaign materials, featuring these heartfelt stories, were distributed widely and our main pack was sent to over 37,500 supporters. Our partner Standard Life funded an additional TV advert, which significantly boosted our impact on DRTV. This comprehensive effort resonated deeply with our audience, resulting in almost 950 new donors joining our cause, and a second cash gift from 341 existing donors. The stories and our clear, urgent messaging underscored the critical importance of our services, all year round.

This year, we've worked to deliver accessible and exciting virtual events. In November 2023, our Walk 50 miles in November with your dog challenge had over 7,600 sign-ups and raised over £260,000. We tested a fun approach in the marketing and communications, leading to a very busy Facebook group of over 6,000 members at its peak, all sharing their wonderful reasons for taking part and, of course, a healthy number of pup pictures. We then trialled a Walk 70 miles in March challenge to celebrate Samaritans' 70th year, raising just over £170,000.

Stream for Samaritans continued to grow our work with digital-first communities, engaging content creators and streamers in both fundraising and awareness raising activities. Content creators from across the globe helped share key messages as part of our Break the Silence campaign and for Mental Health Awareness Week, raising over £58,000 throughout the year. An exciting new area for us is becoming the named beneficiary of a successful rail-related YouTube channel where an individual creator has pledged all of the channel revenue to support Samaritans, helping us raise funds and awareness.

We had our first-ever garden at the Chelsea Flower Show, which was a unique opportunity to raise awareness in our 70th year and inspire people to support us. Created

by Darren Hawkes, Samaritans' Listening Garden had a simple and inspiring message: that listening can save lives. During the week of the show, 85 volunteers and staff from across the UK and Ireland came together to represent Samaritans, spending hundreds of hours talking to visitors and helping raise awareness about our services and our work. The garden achieved incredible media coverage. With 245 individual pieces of media coverage and a combined 111 million opportunities for people to see this coverage, it was our 'most watched' moment of the year. We were also lucky enough to have both the Princess of Wales and HM The King visit our garden, which resulted in additional press coverage and engagement on social media. During show week, our volunteers spoke to tens of thousands of visitors about Samaritans and provided emotional support at least 185 times.

One of our corporate partners, The Ardonagh Community Trust, sponsored the post-event reception for our award-winning Listening Garden. This brought Samaritans' supporters together to give greater insight into the significance of the garden and inspire them to continue to support our work. In the last year, we have raised close to £1 million in generous donations from donors, trust funders and corporate partners who were invited to this special event.

The 'travelling' version of Samaritans Listening Garden visited Latitude Festival in Suffolk from 20-23 July. This helped us raise awareness with a younger audience and provide a calming space where our Festival branch volunteers could support festival-goers. The travelling garden also visited the Welsh Eisteddfod in Llandovery from 5-12 August, raising awareness of our Welsh language service. Elements from our Listening Garden have now been donated to some of our branches for volunteers to enjoy for many years to come.

Our corporate partnerships helped us raise vital funds and awareness this year. Our partnership activity included brand associations, communications and campaigns, staff and customer fundraising and sponsorship. We also launched the Talk More Than Football campaign, in collaboration with Three UK and Chelsea FC, encouraging football fans of all ages to talk more about their mental health. This campaign reached millions of people. The campaign's first phase launched in April 2023, winning the Grand Prix prize at the Corporate Engagement Awards 2023.

Throughout the year, we approached and engaged with corporates, trusts and other funders to continue to grow the support we currently have and secure new opportunities for Samaritans as well. Long-term collaboration is important to delivering our mission, projects and activities as they are often complex and require ongoing investment.

We continued to develop and deliver Samaritans Training and Engagement Programmes (STEP) to new companies. As well as teaching people skills that can save lives, STEP also raises vital funds for Samaritans. In 2023, we delivered 472 courses to almost 5,000 participants from almost 100 different organisations, helping them train their people and teams to spot and support anyone struggling to cope. The team also delivered 25 open

courses reaching individuals from various organisations for whom dedicated training sessions are not achievable. We were able to extend and develop a number of important training partnerships in key target segments that are on the frontline with vulnerable people to ensure more of their people are given access to the courses. For many of our philanthropic corporate partnerships, our training programme has added a strategic layer of activity that directly benefits their staff, customers and service users and embeds Samaritans' values into their work.

We piloted a workplace training initiative in Ireland. This was possible thanks to funding secured from Dormant Accounts through The National Lottery to pilot workplace training initiatives. Numerous businesses have participated in this training, which aims to equip staff with the skills and knowledge necessary to support mental health and wellbeing in the workplace. This initiative demonstrates our commitment to fostering supportive environments and enhancing mental health awareness across various sectors in the region.

We've had meaningful support from several trusts and statutory funders this year. The trusts and statutory funders that have contributed to Samaritans' work in 2023/24 have played a vital role in helping us deliver our services, especially in the current tough funding environment. Many trust funders have been supporting our work to transition our phone services from analogue to digital ahead of the BT switch over and the development of our new Listening Centre platform to future proof our helpline. We are very grateful for this support as we move into roll-out in 2024/25. We have also found success this year with the Department of Health and Social Care Suicide Prevention Fund. Three applications have been approved to support the work of the National Suicide Prevention Alliance, our partnership with Missing People supporting people who are missing and at risk of suicide, and contributions towards Samaritans' helpline, our Media Advisory Service and our work to reduce suicide in high frequency locations.

We've been able to support our work at Samaritans Central Charity and help branches that were struggling thanks to the Pears Foundation and a selection of Samaritans branches. We received the second year of our current grant from the Pears Foundation, which is an invaluable unrestricted grant to help us put funding where it is needed most. Funding enabled us to distribute £120,000 to 25 branches that were struggling with income generation and cost increases. This funding helped to keep the lights on and contributed to branch running costs and volunteer expenses. We were also delighted to secure a further contribution from a branch to support this programme to help make the funding go even further and help the scheme continue in 2024/25. We are very grateful to the following branches who have also been able to support Samaritans' work centrally: Chiltern Samaritans; Guildford Samaritans; Southend-on-Sea Samaritans; Wolverhampton Samaritans; Bristol Samaritans; Brighton, Hove and District Samaritans; and Blackburn with Darwen, Hynburn and Ribble Valley Samaritans.

Our celebrity ambassadors and supporters continued to boost our fundraising across a number of activities, such as running marathons and bucket collections on tours. Josh Patterson's incredible 76 marathon challenge saw him raise around £400k and our other celebrities helped us raise around £163k. Our celebrity ambassadors and supporters also continue to help us raise awareness of Samaritans' services. They supported a number of our key initiatives, such as attending our Chelsea Flower Show press call and donor event; filming thank you messages for Volunteers' Week, our 70th anniversary and all staff meetings; and posting on their social channels for key moments including World Suicide Prevention Day and Brew Monday.

We've optimised income using our existing supporter database (CRM) system and built a roadmap for supporter data migration. Our data management, processing and insight are the foundation to ensuring that we deepen our relationships with our supporters through a better understanding of how frequently and recently they've supported us, and the value of that support. The income data and CRM roadmap has strengthened the approach from reactively servicing the data needs of the team to becoming a strategic data partner. The roadmap has enabled proactive data selection, processing, platform integration and improved ways of working. This guarantees that over 800,000 supporter data records are managed in a robust and compliant way, ensuring data risks are minimised and optimising data integrity.

Future plans:

Below are some of our priorities for the coming year, which are helping us lay the foundations to deliver against the ambitious goals we've set out in our strategy. Alongside this, we'll continue working on many of the projects mentioned above, making sure that we meet our long-term objectives. We will also continue our vital day-to-day work, which includes running fundraising events and appeals so we can continue providing our life-saving services.

- We're developing a strategy to help us understand which supporter audiences we are and should be reaching. This will be used to further improve our supporters' experience and inform our communications, fundraising and campaigning work.
- We'll be working to improve the experience that our supporters have with us, including how we communicate with them and inspire them to support us in different ways, to help generate deeper engagement, longer-term relationships and higher income.
- We value our partners and will be working to enhance and grow our partnerships, for example with the rail industry and companies that take part in our STEP training.

Principles

Our strategic principles guide everything we do at Samaritans. They are at the heart of the way we work and behave.

Equity, diversity and Inclusion (EDI)

We will break down barriers to make Samaritans more diverse and inclusive, both through our people, but also in who we connect with and support, making sure that we are responding to people's needs in a way that is relevant and meaningful to them and their circumstances. [Our EDI commitment is available on our website.](#)

Creating and maintaining an inclusive and accessible culture, where our people feel valued for being themselves, is critical to achieving our vision that fewer people die by suicide. Our EDI commitment, strategy and action plan; together with our wide ranging and including policies, practices, and initiatives illustrates our dedication to this commitment and ensures equitable opportunities and access for everyone. We are proud to be a Level 2 Disability Confident Employer, and as such proactively support a transparent, robust, and practical approach to reasonable adjustments and accommodations to support all our people to flourish.

Our performance:

We completed our 2022-2024 EDI foundation plan to embed the basic elements of equity, diversity and inclusion into Samaritans. As part of our EDI foundation plan, we developed and started the delivery of new EDI learning to all of our staff and volunteers and included EDI in our learning portfolio. We developed new policies and processes to support EDI and established networks for minoritised staff and volunteers. We also did targeted work with specific communities on their risk of suicide and self-harm (eg, minoritised ethnic, LGBTQ+ and traveller communities, and people who are homeless). We celebrated the diversity of our staff and volunteers through Pride, race equality week, neurodiversity celebration week and other occasions.

We led the Suicide Prevention Consortium's work to improve understanding of the experiences of communities experiencing health inequalities. The Suicide Prevention Consortium comprises Samaritans, NSPA, SASP and With You. This year we've focused on people with no fixed address, those with experience of suicidal ideation and alcohol issues, and the Roma, Showmen, Gypsy and New Traveller communities. We've worked with people in these communities to explore their experiences and published reports, blogs and audiograms to use with policymakers to enable them to hear directly from those communities about the improvements needed.

We developed and published our policy position and blog on LGBTQ+ communities and suicide. This was co-produced with 11 advisers from the LGBTQ+ community with lived experience of suicidal thoughts, suicide attempts and self-harm. The position presents

recommendations for governments, health services and other public bodies across the UK and Ireland on what they should do to prevent suicides within these communities.

Personal experience

We will ensure the voice of people with experience of suicidal feelings, suicide attempts, self-harm, or bereavement by suicide is central to and shapes all our services, products, campaigns and activities.

Our performance:

We have been co-designing a strategic approach to Lived Experience at Samaritans.

Working with people with lived experience, staff and volunteers, we've been exploring what our ambition is, what's needed and wanted from the organisation and what we need to do to achieve it. Over 100 members of staff, 300 people with lived experience and volunteer leaders have worked with us to help build our understanding and set our direction. The strategic plan is due to launch in late 2024.

We continued hosting our Lived Experience Advisory Group, which has been influencing programs of work across the charity. This a group of individuals with lived experience of suicide, self-harm or bereavement by suicide who provide advice, ideas and insight from a lived experience perspective. The group is now playing a vital role internally and people with lived experience have influenced a wide variety of projects across Samaritans, including our London Marathon campaign, the Online Safety Bill, media guidance, EDI work and much more.

We've expanded our insights and evidence through our Lived Experience Panel. This panel now has over 600 members who have lived experience of suicide, self-harm, or use of Samaritans services. Thanks to the expansion of the panel, the voices of people with lived experience are now used widely across the organisation to inform all areas of our work, and the panel is a regular and valuable source of lived experience insights across all areas of our work.

Safety and quality

We will ensure a safe, effective and positive experience for all those who come into contact with our services. We will continue to focus on safety and quality, including safeguarding children and adults at risk of harm who seek support from us. We will always look to exceed the expectations of people we support.

Our performance:

We continued to monitor and improve the quality of our services including our telephone helpline, email, online chat and letters. Trained volunteers in our quality hub conduct service-wide monitoring and assessment to help identify both best practice and areas for

development. This year we recruited new volunteers to the hub, set new quality review timings and raised awareness of our work. The new volunteers we've recruited bring our total to 80 (22 written word, 57 listening and seven in the leadership team who do both). We also completed 55 quality reviews at branch level this year. This has ensured that we are maintaining quality-focused service delivery at a branch level and provides assurance of the quality of contacts at a regional level. We also provided in-person continuous development training on our quality review process to our 80 quality mentors and regional quality development officers.

We offered support and guidance to listening volunteers via our 24/7 safeguarding support line. Our safeguarding support line is run by volunteer Safeguarding Officers and is an essential support service for branch volunteers with concerns and questions about safeguarding. This year, the support line has taken 1,457 contacts from branch volunteers seeking support in relation to callers. From April 2023 to March 2024, the safeguarding hub handled 3,790 concern forms submitted in safeguarding and caller support situations. The safeguarding team have made 1,198 external referrals and supported with 73 emergency calls from branches out of hours on this line. We also created and handled 149 caller support plans, enabling additional support for our highest-risk callers and providing them with help to manage their call usage.

We continued working to protect our volunteers from abusive or threatening behaviour. Misuse of service contacts often have a detrimental impact on volunteer morale and can also prevent genuine callers from being able to access our support. To protect our volunteers, we launched a pilot project, looking at the impact on call volumes, complaints and central charity resources if we reduce our threshold for calls we do not tolerate. We've also piloted call barring for misuse of service contacts in Ireland with great success. We've implemented new technology which helps to safeguard our callers and minimise misuse of our online chat service. For prisons, we are working on an approach to enable the barring of misuse of service calls from the prison estate.

We improved our processes and revised key policies to help keep our services safe and effective. This year, we updated our confidentiality policy and our self-determination policy to reflect Samaritans' position on threats of harm to others. We produced new data dashboards and reporting at a regional and national level to report on all quality assurance activity from the quality hub, including online chat analysis. Acting on feedback from branches, we developed a new branch hub liaison role for branches to promote better information sharing between branches and the quality, safeguarding and caller awareness hubs.

Evidence-based

We will use research, evidence, insight and data to inform all our services, activities and digital offerings. Where evidence is not available or clear, we will look to work with partners to fill those gaps.

Our performance:

We've built the skills and capacity across Samaritans to undertake ethical and high-quality research. We've achieved this by supporting all research to be completed in line with our Research Ethics Policy, training all staff who undertake any research activities and facilitating approval of over 50 research activities completed across the organisation during the year. We also completed a review of the ethics policy and processes to understand how these could be improved and support research better. We've continued to support the organisation through the provision and translation of our core evidence base around suicide and self-harm through evidence resources, reviews of evidence and facilitating evidence-based thinking at project and strategic levels. This has allowed Samaritans' evidence base to grow significantly in a way that we know is ethical and high quality – and allows us to build capacity across the organisation to use the evidence more widely.

We're building our evidence base around suicide and self-harm in prisons. We undertook two key research projects seeking to understand the perspectives of people with lived experience of suicide and self-harm. These projects are still in progress but have been delayed due to operational delays in prisons. When this work is complete it will lead to better support for people in prison who experience suicide and self-harm, both by influencing how Samaritans supports them and through our partners' suicide prevention strategies in NHS England and HMPPS.

We evaluated our veterans' support hub pilot. This evaluation allowed us to better understand the needs and use of the veteran support service, understand the quality of the service being delivered, and understand what changes would need to be made before a fuller roll-out of the service, to ensure that veterans are well supported.

We built the evidence base around Samaritans crisis signage. The results of this research will be used to develop a second phase of research that will help us understand how to better support people in crisis at high-risk locations where there is Samaritans signage.

We launched a major piece of research in Ireland which found stigma has the power to silence, shame and push those who self-harm into secrecy. The report '*An Open Secret: Self-Harm and Stigma in Ireland and Northern Ireland*', revealed a disconnect between people's willingness to help someone who self-harms and their actual behaviour.

We were unable to complete certain projects that would help us build our evidence base this year. Our review of the monitoring and evaluation framework and an ethics review were delayed as we had to prioritise other projects. The development of an evaluation hub, to support Samaritans in creating and delivering better evaluations and building capacity, has also been put on hold this year. Finally, our scoping of research to understand the needs of people who call frequently has also been put on hold due to capacity. In Ireland, we were unable to carry out a planned review of our work in second and third level education.

Vocal and visible

We will never shy away from raising our voice and campaigning on issues that matter to us, particularly those that directly or indirectly impact people's risk of suicide, such as inequality, deprivation, prejudice and unfair treatment.

Our performance:

We put a new external communications strategy in place that is driving us to be more vocal and visible. We've completed desk research and market analysis for this strategy and are currently holding discovery workshops to further understand how we can be there for people at higher risk of suicide. We're prioritising our audiences and improving our comms planning to be better integrated internally and more responsive externally. We've also used key moments throughout the year to show our progress. For example, Samaritans Awareness Day showed what happens when you call us, to help demystify the process and encourage more people who are struggling to call Samaritans.

We spoke out about the changes that we wanted to see, pushing for the Government in England to renew local suicide prevention funding. We used our social media channels to inspire and engage the public; our unflinching support for local funding on social media went viral and had over one million views. We achieved significant media coverage to support our work to influence the Online Safety Bill, making it clear that content doesn't stop being harmful when you turn 18, and used this to push for change.

We used our social media platforms to stand for what we believe in. This year we joined a conversation about the support we gave to someone at Glastonbury, which had one million views. We also increased our support for Trans Day of Remembrance and we talked about our policy position on the LGBTQ+ community and suicide.

We increased our social media presence to make our voice heard, gaining 73.7k followers on our social media channels. Every day this year we received over 270 messages on social media, on average, and we did our best to react and respond where possible. For World Mental Health Day 2023, Norwich City FC released a video encouraging football fans to check in on those around them which signposted to Samaritans. The [Norwich City FC video](#) went viral and was viewed 60 million times.

Innovation and technology

We will encourage innovation and keep pace with developments, so that we can offer up-to-date and responsive services to the people who contact us, and the most effective platforms for our people.

Our performance:

We carried out a procurement process to commission a new platform for our listening service. The proposal process was reviewed by an external consultancy to provide their expert input, before we signed a contract for the new platform in March 2024. The selection will provide us with a product amongst the highest ranked on the market. The implementation of this new platform will future-proof our listening service, as it will replace our current system for managing calls, enable us to receive all calls over the internet, and allow us to deliver all our email, voice and online chat listening services through one platform. We have contracted with a supplier to deliver branch broadband for all branches. Pilot branches are already running the new broadband and telephony.

We conducted a thorough self-assessment review of Samaritans' digital services. This review evaluated the current state of our digital offerings and identified areas where improvements could be made. A comprehensive gap analysis was carried out, comparing our existing digital landscape with our envisioned future state in the multi-channel landscape. This involved assessing digital platforms across the organisation to understand their effectiveness in meeting the needs of our users and identifying opportunities for enhancements or integrations with new technologies. This work was undertaken in light of some core services being withdrawn from the market along with updates to UK telecoms legislation with regards to digital telephony. The outcomes of our review and gap analysis were instrumental in shaping a future digital strategy for Samaritans that will deliver better solutions, particularly for our core services.

We closed down the Samaritans Self-Help app to focus more on our other listening services. Our Self-Help app was launched during the pandemic to help people who were unable or did not want to access emotional support through our other services, but usage of the app has since declined. We gradually phased out the Self-Help app and notified everyone with the app of its closure, redirecting them to other ways of finding support.

Environmental responsibility

We will build a sustainable approach as we embrace hybrid working and volunteering and develop a better understanding of our energy footprint.

Our performance:

We procured a new Green Energy contract as part of our commitment to sustainability. This new contract incorporates 100 per cent renewable energy from wind and hydro assets for our supply of electricity across the Central Charity, branch and property estate, covering around 60 individual premises. We will continue to source green energy.

We appointed an Assessor and completed our first Streamlined Energy and Carbon Report (SECR). This captures all our energy consuming assets and activities in the UK for 2022/23.

We qualified for Energy Savings Opportunity Scheme (ESOS) phase 3 and submitted our first ESOS report. We submitted our report to the Environment Agency in May 2024. This calculated the energy consumed by Samaritans in the 12-month reporting period.

We conducted Energy Performance Surveys. After completing the surveys on our energy consumption from combustible fuels, heat, renewable energy, electricity and transport fuel, Samaritans issued Energy Performance Certificates for 36 of our freehold branches.

We continue to promote hybrid working and online meetings across our network to ensure our travel footprint is not excessive. Next year, we will be developing an Environmental policy with accompanying performance metrics.

Financial review

Overview

This was the second year of our strategy: *Tackling suicide together*. Given the ongoing economic challenges and uncertainty, we have continued to prioritise and focus on the critical activities to support our strategy. As with last year, we have needed to curtail and focus our activities on the very highest priorities. We continue to monitor our fundraising income closely with the intention to resume investment in new strategic projects as soon as external factors and resources allow.

The financial statements of the consolidated charity group for the year ended 31 March 2024 show a net decrease in funds of **£1.1 million**.

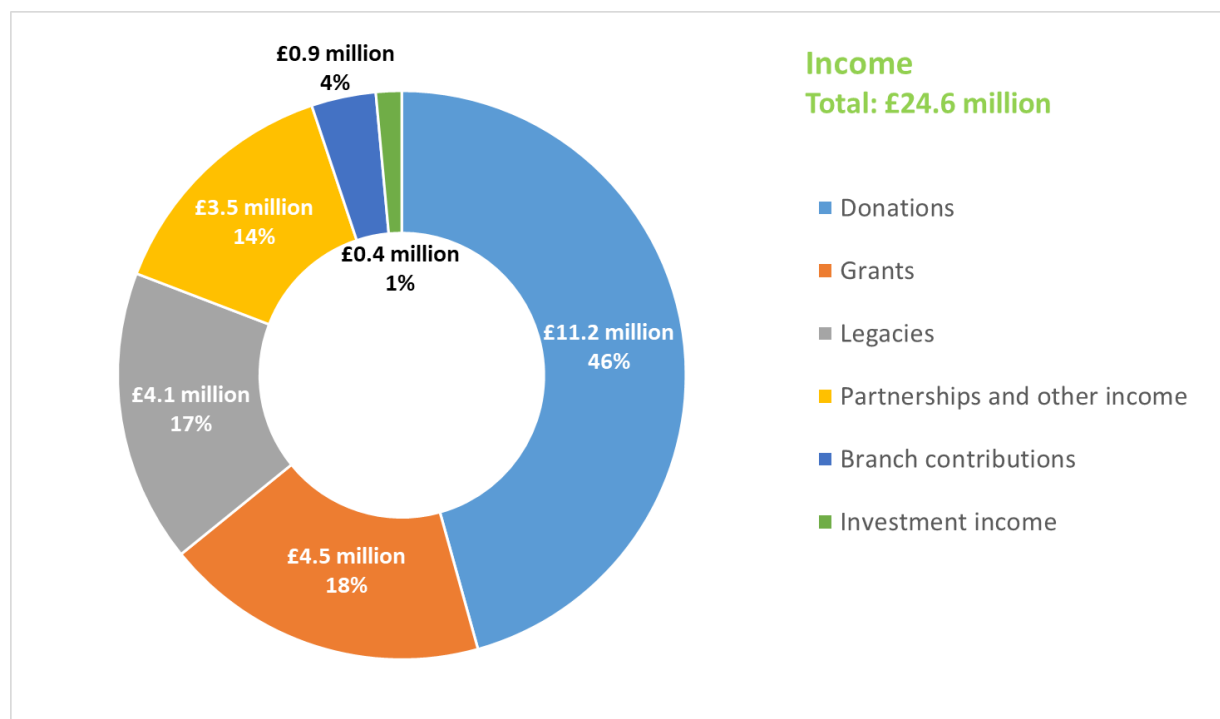
The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2023, our volunteers spent **more than 900,000 hours** answering calls for help, which is estimated at a value of **£15.9 million***. The total value of time given by our volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included.

Volunteers are the foundation on which the strength of Samaritans' service is built.

**Applying the median gross hourly rate for full time workers in the UK*

Source for earnings data: Office for National Statistics

Income



Total income for the year was **£24.6 million** (compared with £23.9 million in 2022/23).

The impact of cost of living was still felt by households in 2023, UK real disposable income continued to fall, decreasing further by 2.0% in 23/24 (Office for Budget Responsibility). As households prioritised energy and food costs, this continued to impact charitable donations. The UK Giving report 2023 (Charities Aid Foundation) report that 58% of those surveyed are likely to make a donation in 2023 compared to 65% in 2019. However, UK public giving is recovering from the 2022 lows with 2024 showing some potential stabilisation.

Across public giving income streams, Individual Donations and Legacies performed ahead of expectations and budget. Donations from individuals, which remain the largest source of income, this year has benefitted from greater understanding and engagement of supporters who are responsive to the cause and further testing and learning from different activities that have performed well such as the Winter 2023 campaign and the testing of digital channels.

The legacies programme in the UK raised its highest income total since it was established, at £3.9 million. The growth is in line with sector expectations as the post-pandemic delays in probate administration has now eased, enabling more records to be received. We began investing in the legacies programme just over four years ago and note that its growth has exceeded our initial expectations.

Community and Events raised £2.7 million, an increase of around 25% in income from 2023, however this was below expectations. Community and Events fundraising programmes across the sector were hardest hit during and after the COVID-19 pandemic. Samaritans' programmes are showing signs of recovery and this is being built on through 2024/2025. Samaritans was the TCS London Marathon 2024 Charity of the Year: this fantastic opportunity enabled the raising of Samaritans' awareness, reach of new supporters and raised significant income.

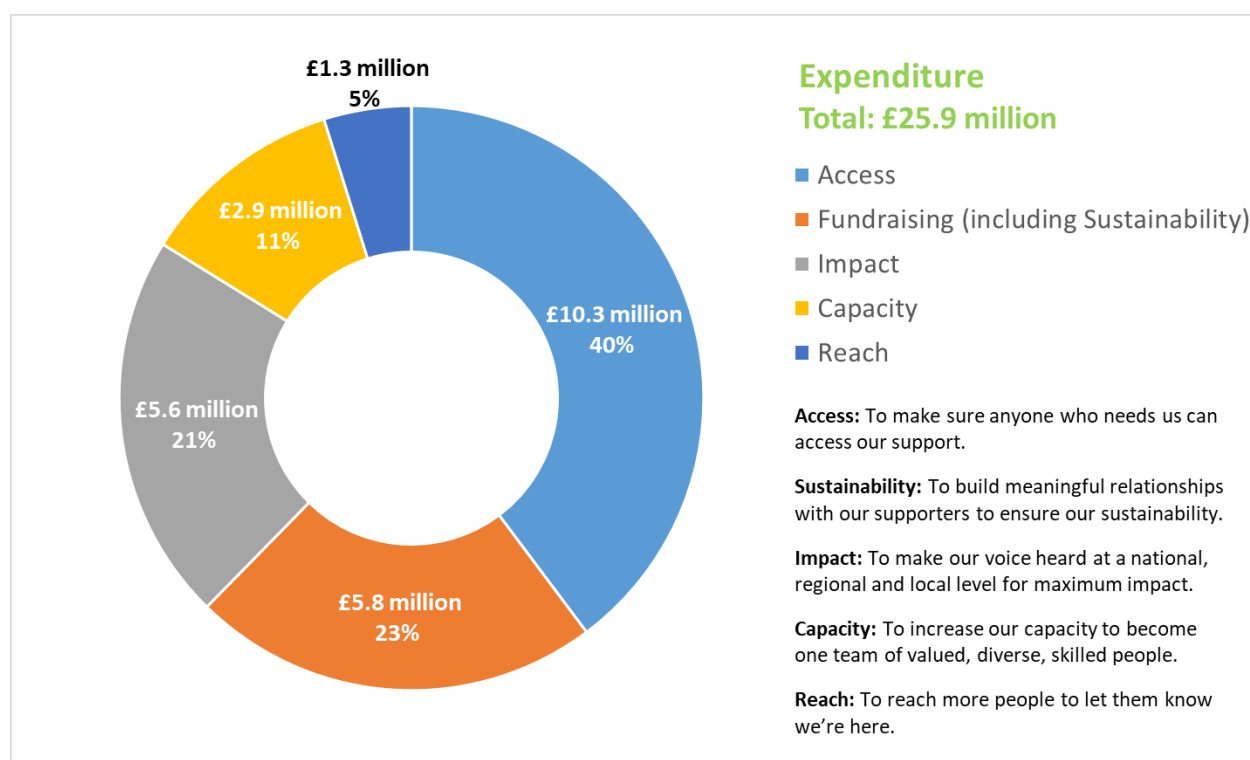
High value income has come under significant pressure for the second year in a row. Institutional funders have fed back that they have been inundated and overwhelmed by applications from charities and causes directly affected by cost of living and the changing geopolitical landscape as it relates to overseas conflict. Corporate income has been particularly vulnerable with revenue down £0.75 million against forecast through a combination of some relationships underperforming as staff fundraising has been affected by the economy, but also partner acquisition not keeping pace with attrition, meaning we have not been able to secure multi-year funders to replace Barclays and The Lord Mayor's Appeal. Samaritans has been successful in securing significant grants from the Government's suicide prevention fund and also several new trust funders to support our digital transformation and work with young people.

We remain committed to putting supporters at the heart of our fundraising and we're incredibly grateful to each and every donor for their support. A list of our major supporters can be found on page 94.

We recognise the importance and value of our long-term funder relationships. This year we continued to receive support from loyal supporters including Pears Foundation, Phoenix Group, Cala Homes and Three. In addition to the fundraising activities mentioned above, our

other major funding streams included our partnership with Network Rail for the delivery of a suicide prevention programme, grant funding from HMPPS to support the prison Listener scheme, and commercial income raised through Samaritans Training and Engagement Programmes (STEP).

Expenditure



Total consolidated expenditure, including the value of donated advertising, decreased from £27.9 million in 2022/23 to **£25.9 million**.

This position reflects the decision taken by the organisation at the start of the year to re-prioritise expenditure within core activity in response to the expected shortfall in income, ensuring that service to beneficiaries was maintained, along with key strands of the strategy. At the same time the commencement of the digital transformation project resulted in a short-term reduction in spend, due to development of the existing systems being limited to essential maintenance only.

During 2023/24, fundraising costs were **£5.8 million**, a decrease of £0.3 million compared to 2022/23.

Total charitable expenditure amounted to **£20.1 million** in 2023/24 compared to £21.8 million in 2022/23. This is analysed in detail in Note 7 to the Accounts.

We're committed to maximising the proportion of expenditure in developing and delivering our service, responding to the demand for our services and reaching more people through the communication channels they wish to use. During the year we started the next phase in development of critical investment: a two-year digital transformation programme affecting voice, online chat and email.

Charitable expenditure during 2023/24 represented 77% of total expenditure (78% in 2022/23).

Reserves policy

In setting the reserves policy, the Board of Trustees considers the need to provide against any future income shortfall, fulfil working capital requirements and allow funds to be available to support service developments. This is balanced against the need to spend reserves now to deliver activities to meet beneficiary needs.

The target range for free reserves has been set at **between four and twelve months** of general expenditure, which as at 31 March 2024 equates to £6.7 million and £20.2 million respectively.

As at 31 March 2024, the total consolidated funds held by the group amounted to **£23.9 million**. Of these funds, £21.8 million are unrestricted and £2.1 million are restricted. Within unrestricted funds there are five designated funds amounting to £9.8 million:

- £7.0 million representing fixed assets including all the SCC branch properties;
- a £0.03 million property maintenance fund to maintain SCC branch properties;
- a £0.9 million Service Expansion fund to widen the reach for beneficiaries;
- a £1.8 million Strategy Development fund to deliver the new strategy across the whole organisation including affiliate and central branches; and
- a £0.1 million fund to progress several key workstreams in Ireland.

The remaining unrestricted funds are classed as free reserves. As at 31 March 2024 free reserves stood at £12.1 million (£11.0 million in 2023), equating to **7.2 months** of general expenditure (6.3 months in 2023), which falls within the target range.

In light of the challenging fundraising environment, cost pressures and planned major investment in the digital transformation programme, the Trustees have agreed to continue with the widened target range for free reserves of between four and twelve months of general expenditure.

The reserves policy will continue to be reviewed on at least an annual basis.

Investment policy

The overall investment objective is to achieve a positive real return (adjusted for inflation) over time. For short-term investments, the return is likely to be in income with an emphasis on capital preservation and limited credit risk. For longer term investments there is no explicit income objective, but a desire to increase the value of the group's assets above inflation.

J Hambro & Partners are the appointed investment managers, and as at 31 March 2024 the value of the portfolio managed was £2.1 million (£1.9 million in 2023), reflecting a net gain on investments of £0.2 million (net loss of £0.1 million in 2022/23).

Additionally, £0.1 million is held within the Charities Official Investment Fund (£0.1 million in 2023).

Samaritans endeavours to invest in a way that reflects our values and does not run counter to our charitable aims. The portfolio managed by J Hambro & Partners applies screening to avoid direct investment in companies where more than 5% of the most recent year's reported or estimated revenue is derived from activity that we consider to be inconsistent with our values or charitable aims. During the year, in line with our strategic principle of environmental responsibility, additional screening was implemented to avoid direct investment in companies involved in the extraction, production or refining of thermal coal, oil or gas.

The Charities Official Investment Fund is a long-term, sustainable investment solution which incorporates environmental, social and governance (ESG) considerations into the investment strategy. We review our approach to ethical investment on a regular basis.

The Trustees regularly review the proportion of funds invested for the longer term in the context of revised financial projections, our reserves policy and service investment requirements in coming years.

Subsidiaries

As the trading subsidiary of Samaritans, the substantial majority of the turnover of The Samaritan Enterprises Limited remains the contract with Network Rail.

Samaritans Ireland supports the Central Charity in the delivery of our strategy in Ireland.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We continue to review all income streams and have carried out sensitivity analysis to enable early planning should income expectations not be met or core expenditure requirements exceed central projections. Income and expenditure are reviewed and 'stress tested' as part of our regular forecasting and budget process.

There are a number of options open to us if we need to cover any funding shortfall, including utilising unrestricted reserves and re-prioritising activity planned for the coming period. When making decisions we will be guided first and foremost by the strategy.

Based on the current reserves position, the forward projections of income and expenditure, and the ongoing scenario planning activity, the Trustees consider that Samaritans is able to continue as a going concern.

Risks and uncertainties

The Board of Trustees is accountable for overall risk management. The Audit and Risk Committee, as a committee of the Board, reviews key risks, and the adequacy of mitigating actions, on a regular basis. The Committee reports to the Board on risk quarterly. A comprehensive annual planning and budgeting process is approved by the Board, during which a thorough assessment of key external and internal risks is undertaken. The Audit and Risk Committee receives risk evaluations on any major new areas of activity.

Our risk identification and risk management process are established; however, we are in the process of developing this to more closely align risks with strategic priorities and provide better clarity concerning assurance activities. We expect this work to complete during 2024/25.

We have an established Risk Management Policy which outlines the approach towards risk management across Samaritans and defines the roles and responsibilities of the Board, Audit & Risk Committee, Executive Leadership Team, Senior Leadership Group and wider teams.

During 2023/24 a risk appetite workshop was held with the Audit and Risk Committee and chairs of other board committees, to develop thinking on risk appetite over a range of key areas. This has helped develop our approach to risk appetite, risk statements and is used in developing our risk register. Further embedding work is taking place over 2024/25.

Our top five risks, as identified in the Risk Register at the end of the financial year, with key managing actions, are as follows:

Category	Risk description	Managing actions
Financial/Strategic	Failure to secure sustained income for specific, key programmes.	1. Monitoring progress and spend, identify/prioritise opportunities, clarify expectations. 2. Partner relationship management.
Operational/Reputation	Inability to effectively prevent and manage misuse of service.	1. Clarity concerning behaviours we do not tolerate logging and barring process. 2. Misuse of Service training refreshed. 3. In branch/hub support and guidance for volunteers.

Operational/Reputation	Safety and quality monitoring in Republic of Ireland differs in approach to UK.	1. Safeguarding referral process in place. 2. Email checking in places, aligning UK and ROI process. 3. Dedicated Safeguarding Officer in post in ROI. 4. Dedicated safeguarding line number and updated clarity of process for ROI safeguarding line.
Strategic	Inability to resource core listening services, particularly at the highest hours of need.	1. Service Expansion pilots activity focussing on test and learn of solutions, allowing for evidence-based focus on expansion. 2. Capacity Improvement working closely with branches/volunteers, to better target rotas at hours of need.
Financial	Inability to grow income amid uncertain economic climate, unable to fund core activities.	1. Continuous review of all campaign activities and monitoring progress. 2. Mitigative actions for all areas. 3. Continue to review product portfolio to focus on maximising return.

1. Failure to secure sustained income for specific, key programmes (eg, prisons, veterans).

This includes specific programmes supporting groups at high risk of suicide and looks to avoid any associated negative impact on current and prospective service users whose needs could no longer be met.

Horizon scanning for potential new or evolving partnerships is ongoing to ensure innovation in these areas remains. We also carry out activity to identify key stakeholders and opportunities for multi-year income relationships, as well as work to identify our organisational position and approach to programme prioritisation.

Forward planning for re-tender, including soft influencing around key points of contact and exploring alternative funding streams for existing work exists as a reversionary option.

2. Inability to effectively prevent and manage misuse of service.

Misuse of service (calls we do not tolerate) potentially creates harm for volunteers, leads to service disruption and/or harm for service users who are unable to access the service in a timely way as consequence of misuse calls reducing capacity to respond.

New approaches to UK call barring, including manual barring, are being trialled with the aim of reducing misuse of service to Samaritans' phone lines. We are currently unable to align call barring processes in the UK and Republic of Ireland, but in addition to exploring our technical options in Ireland, there is collaboration with the UK to support consistency of process.

We expect the implementation of our new Listening Centre platform to provide enhanced technical benefits to greatly support our management of misuse of service across the UK and Ireland.

Where misuse of service is linked to key partners who work with high-risk callers, we are working with these partners to introduce bespoke phone lines with targeted solutions to manage misuse.

3. Safety and quality monitoring in Ireland differs in approach to UK.

Ensuring safety and quality processes align across UK and Ireland will provide more consistency in service and support high quality across the jurisdictions. Some technical solutions are currently unavailable in our Ireland systems, and we are looking to address, in part, through our digital transformation activities.

There is a well-embedded volunteer 'listening in' control established in the UK, and this is being developed for Ireland to add to its established quality controls. This includes technical and process improvements to allow for implementation.

Complaints and feedback handling is also planned to be coordinated centrally to ensure consistency of process and better oversight of the data, themes and learnings.

4. Inability to resource core listening services, particularly at the highest hours of need.

Managing imbalance between caller demand and service capacity will better ensure the listening service is available and accessible as and when help seekers need it.

We are drawing on early evaluation of Service Expansion pilot activity to determine most effective return on investment for expansion, volunteer capacity, and service delivery metrics.

As part of development work on our branch Operating Agreement, we are embedding enhanced processes around rota management to better focus on our hours of need supported by improved regular data reporting.

Caller choice of access routes (telephone, email, online chat) and clarity of options is an added means of supporting service accessibility and work on our Email Service Specification

will help ensure the necessary deployment of resource, whilst ensuring safety, quality and a positive experience for callers.

5. Inability to grow income amid uncertain economic climate, unable to fund core activities.

Income risks are a common challenge in the charity sector, linked to wider economic uncertainty. In addition to the activities identified above, we are reviewing income streams to understand the current greatest return and areas performing well, and prioritising resources as appropriate.

Our fundraising communications and engagement approaches are being developed and tested with a current major funder with a view to rolling out to other funders, whilst ensuring fundraising opportunities start sooner, and implementing remedial actions for underperforming areas.

This activity is part of our wider fundraising strategy considerations and informed by our five-year income figures to allow for future proofing.

Governance report

Our structure

Samaritans is a charitable company limited by guarantee. We were founded in 1953 and incorporated in 1963.

Samaritans has more than 200 branches and service locations across the UK and Ireland, as well as the Channel Islands and the Isle of Man. During 2023, around 23,000 people volunteered their time for Samaritans and helped ensure our services were available across our multiple platforms. The Samaritans Central Charity team also carries out research and evaluation to support our influencing work and service development, which supports our volunteer recruitment and development activity. The Central Charity team also raises income to underpin the whole organisation.

The group comprises three entities, all of which are consolidated into the group statutory accounts:

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.
- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 per cent shareholding. The object of the company is to procure profits and gains as a trading subsidiary for the purpose of paying them to Samaritans.
- Samaritans Ireland, which is an Irish charitable company incorporated in 2007 that is limited by guarantee, with Samaritans being the sole voting member. Samaritans Ireland executes specific decision-making powers with respect to a number of key Ireland-related matters, including public policy, influencing and partnership working.

Branches and service delivery 'hubs'

Branches are run by Branch Directors (a volunteer leadership role) and operate either as part of Samaritans Central Charity or as an incorporated charity operating through an affiliation agreement. 57 of these branches are part of Central Charity and 144 branches are affiliated. The finances of affiliated branches are not consolidated into Samaritans' group accounts. In addition to our branch structure, service delivery is also carried out by bespoke 'hubs', which are part of the Central Charity and have a more flexible oversight structure in order to meet the requirements of our strategy. These hubs are led by their own Service Directors.

Regions

The branches are organised and work together in 14 geographical regions and an additional 'region' to oversee Service Expansion. Each region is led by a Regional Director; volunteer leadership roles who provide a key link and communication channel between Central

Samaritans and the wider organisation and play a vital role in supporting our branches, contributing to the development of and implementing agreed policy. Responsibility for guiding and supporting our Regional Director group is shared between four Directors of Branch Operations, which are new senior volunteer leadership roles, reporting to our Executive Director of Operations.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and, as of 31 March 2024, consists of 15 members. Trustees are also the directors of the company, and a majority must be Samaritans volunteers at branches or in another capacity. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

The Board is advised on key strategic and policy issues by the Regional Councils. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

The Council of Samaritans meets annually. It comprises of over 200 Branch and Service Directors, 15 Regional Directors, up to 10 Functional Leads and the co Vice-Chairs. The legal members of Samaritans are similar, namely the Branch and Service Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees. In Ireland they also act as the board of a separate charitable company registered in Ireland, Samaritans Ireland, with a remit extending to both Ireland and Northern Ireland. These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

Key focus of the Ireland Board and Scotland and Wales Committees includes oversight of public policy, research, influencing and partnership working.

Staff team

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, is responsible for the delivery of the Samaritans strategy, operational plans and budgets that have been approved by the Board.

Appointing our Trustees

With the exception of our Chair, who is an appointment of the Board of Trustees, the Nominations and Governance Committee appoints members of the Board. Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 24 months. A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total.

Board diversity

Our most recent board diversity audit indicated a good reflection of the diversity of the societies we serve which, in part, is a result of focus on diversity in trustee recruitment in recent years. We have identified that we are currently under-representative of disabled people on our Trustee Board and encourage applications from people in this community in our recruitment materials.

Inducting and training our Trustees

After they are appointed, each Trustee undertakes a formal induction programme, including a guide to our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees are provided guidance on their formal legal responsibilities, and guidance on how to be effective in their role. All Trustees are provided external online Trustee training module(s) as well as the option to attend a range of external courses designed for Trustees or other professional development. In addition, Trustees are obliged to carry out Samaritans' bespoke safeguarding modules, and other relevant modules, including Equity, Diversity and Inclusion.

Our committees

Six additional committees form part of the governance arrangements to support the Board of Trustees. All committees, with the exception of the People and Culture Committee, must comprise of at least two Trustees, plus one 'internal' and one 'external' member. The People and Culture Committee must comprise of a minimum of two Trustees and two external members.

- The Service and Quality Committee supports the Board in both ensuring Samaritans delivers high-quality, effective and consistent services, and in developing those services.
- The External Engagement & Research Committee supports the Board through maintaining oversight of Samaritans' public policy positions, research activities, as well as external communications and marketing.
- The Audit and Risk Committee supports the Board to provide assurance that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for the organisation, which is being operated effectively.
- The Finance Committee reviews the financial performance and sustainability of the charity, including oversight of fundraising and property, and advises the Board accordingly.
- The People and Culture Committee supports the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff, as well as oversight, guidance and scrutiny of significant staff and volunteer-related initiatives. The Committee reviews progress against people strategies and plans, drawing on 'people metrics' and provides oversight, guidance and scrutiny of organisation-wide culture, as well as providing assurance that principles of equity, diversity and inclusion are central to staff and volunteer decision-making.
- The Nominations and Governance Committee ensures that Trustee and other key governance roles are performed with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. The remit of the Committee extends to provisions of assurance that the governance structures and roles at Samaritans are fit for purpose.

Board Review and Governance code

A Board review was carried out during 2022, showing substantial progress in board effectiveness compared with our previous board review. It is recognised that board improvement is a constantly evolving process, and a new board development plan was created based on this activity, focusing on the following priorities:

1. Enhancing stakeholder voice
2. Committee functioning and communications
3. Trustee induction and development
4. Balance between scrutiny and strategic discussions

Progress against these priorities has been positive, and is both a standing item on the Nominations and Governance Committee agenda, as well as having direct board focus at least annually.

In addition to the board review, our Nominations and Governance Committee carries out a rolling review process against Charity Governance Code principles. During the 2023/24 year, the committee has focussed on Principle 2 (Leadership), Principle 3 (Integrity) and Principle 4 (Decision-making, Risk and Control). The process has highlighted no substantial gaps when compared with the code requirements, and allows for continued improvement, including specific action points.

The reference and administrative details on pages 87 to 93 form part of this report.

Payment of key management personnel

All Trustees carry out their roles at Samaritans on a voluntary basis. They are unpaid but may claim legitimate expenses incurred as part of Samaritans' ordinary activities. Chief Executive Officer payment and benefits, as well as the payment and benefits of the remaining Executive Leadership Team and all other staff members are approved by the Trustee Board, based on review and recommendations by the People and Culture Committee. In considering pay and benefits, the People and Culture Committee is provided with information on the sector and similar-sized charities, to inform decisions.

Additional information on payments to staff can be found at Note 8 to the Accounts.

Incidents and Reporting

Samaritans and its Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently and take any such matters seriously. In line with that commitment, details are set out below on serious incident reporting and policies on whistleblowing, bullying and harassment.

Serious incident reporting

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports, better oversight of risk to the charity and its beneficiaries, and for further informed consideration of preventative action.

During 2023/24, the Central Charity reported 16 new serious incidents to the relevant nation's charity regulator(s) which is a slight reduction on 2022/23. Of these, 10 involved affiliated branches, and 6 involved Central Charity branches or the Central Charity itself. At the time of writing, the charity regulators have not required any action following the reports.

Three of the 16 reports were incidents that had also been reported to the Information Commissioner's Office (ICO). No action has been taken by the ICO at the time of writing.

Whistleblowing, bullying and harassment

There are policies and processes in place relating to whistleblowing, bullying and harassment. These are applicable to both staff and volunteers at Samaritans Central Charity and both affiliate and Central Charity branches. The policies provide opportunities for reporting serious concerns in an environment where the rights and dignity of every individual is respected. Alternative reporting routes are provided in case of instances where it would not be appropriate to make a report to a direct line manager, including a concerns line which provides a secondary avenue to staff and volunteers to confidentially raise concerns.

Fundraising Activities Statement

We appreciate the unwavering dedication of our incredible supporters throughout the UK and Ireland who have stood by our side, raising £24.6 million. We see through the year, every day and night, how the power of human connection saves lives. We know that by giving people a safe space to turn to, we can reduce feelings of distress and despair. We believe that simply being there to listen, can restore hope.

Our amazing supporters make it possible to share our hope for a better, and safer, world for everyone.

We're delighted that this year Samaritans could bloom at the 2023 RHS Chelsea Flower Show with our designated Samaritans' Listening Garden, thanks to generous funding and support from Project Giving Back. Over 170,000 visitors to RHS Chelsea had opportunity to experience the silver gilt awarded garden designed by Darren Hawkes, garden designer and Samaritans volunteer.

Thanks to the extraordinary generosity of our supporters, major donors, companies, trusts and public bodies, we have been able to continue to be there 24/7, 365 days a year, for anyone struggling to cope. Our incredible supporters have done things their way; from livestreaming challenges to creatively fundraising with online communities. They've invested in Samaritans' future, pledging special gifts to Samaritans in their Wills. Our donors have scaled mountains, crossed oceans and taken on multiple marathons. We celebrated supporter Josh Patterson at the finish line as he completed his extraordinary 'Run for 1 Million' challenge which saw him run 76 marathons in 76 cities on consecutive days.

Our corporate partners have taken to the streets at major events and donned fancy dress. Our Trust and Statutory supporters have diligently supported us with grants and funds to keep our service running and to support our digital transformation.

Through daring to dream, our fundraisers, supporters, major donors and partners have inspired us with their trailblazing fundraising, and helped to ensure that we can continue to be there for anyone struggling to cope, any time of the day or night.

Championing supporters

Understanding our supporters' needs has been at the heart of our fundraising. Over the last year, we've listened to thousands of supporters on our supporter panel and in regular feedback surveys. We regularly engage with supporters to test our products, events, appeals, campaigns and communications to ensure that our fundraising programme is shaped to meet and exceed supporters' expectations. Our supporters' feedback has enabled new, innovative fundraising approaches and products that have allowed us to reach new supporters. We have continued to raise funds in unique and impactful ways, from rebranding our commercial training offer providing wellbeing and suicide prevention training for thousands of people at hundreds of organisations up and down the country to

reaching 23,000 new passionate supporters through new events such as Facebook virtual yoga, walks and sit-up challenges and Dawn Walk.

Following best practice

Samaritans is registered with the Fundraising Regulator and we are members of the Chartered Institute of Fundraising, the Direct Marketing Association, the Gambling Commission and the Lotteries Council. We continue to review our policies to ensure they are in line and adhere to the latest regulations.

Our Fundraising Promise sets out our aim to be open, fair and honest in the way we engage supporters. During 2023/24, we received 44 fundraising complaints. All complaints were resolved by our in-house Supporter Care team none were escalated to the Fundraising Regulator. Our average resolution time of 2.9 days demonstrate the importance we place on ensuring complaints are resolved with the best experience for our supporters. Complaint feedback is regularly shared across the fundraising team. We value the feedback and continue to review and learn from every complaint.

Working with agencies

Most of our fundraising activity is delivered directly by our Income team. We work with a small number of carefully selected external fundraising agencies to help with specialist fundraising activity, from recruiting supporters who give through their payroll to telemarketing with mass audiences to inspire potential new donors, and creative and marketing support on larger appeals, products and campaigns.

All relationships are governed by contracts, which are reviewed and approved by the appropriate authority before any activity takes place. Telemarketing is monitored and reviewed regularly for quality purposes by listening in to calls and holding weekly review meetings.

All suppliers engaged in fundraising activity on behalf of Samaritans are either members of, licensed by, or registered with a range of bodies including the Chartered Institute of Fundraising, Fundraising Regulator, Association of Payroll Giving Organisations, Information Commissioner's Office, the Data & Marketing Association and the Gambling Commission.

Protecting vulnerable donors

We take our responsibility to our vulnerable donors very seriously. In 2023, we carried out a review of our policy for working with vulnerable donors, and members of the public who could reasonably be defined as 'vulnerable'. The policy is available for all our fundraisers via our intranet. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, and our policy helps reinforce the importance of this in all our fundraising.

We are dedicated to protecting potentially vulnerable donors. For example, we

exclude people who visit the support pages on our website from online targeting, and exclude where possible potentially vulnerable donors from targeted online fundraising.

Managing communications

We believe that our supporters should trust us, know us and look forward to hearing from us. We regularly check in to make sure that our supporters want to hear from us, and to find out about more about what they'd like to hear about our work. We respect our supporters' privacy; we're transparent about the ways in which people can change their communications preferences. If someone no longer wants to hear from us, we respect their wishes. We take our data handling responsibilities very seriously, and have a strong, GDPR compliant approach to data management.

A heartfelt thank you to our incredible supporters

The cost-of-living crisis has had a significant impact on the financial and emotional health of communities across the UK and Ireland. We know that these challenging times affect our supporters, donors and partners too. We cannot thank our supporters enough for standing by us, for taking up the challenge of innovative fundraising, and for pushing us and themselves to fundraise in bigger, better and ever more inspiring ways, at a time at which Samaritans is needed more than ever.

Thank you, to our amazing supporters for continuing to believe in a better tomorrow, so that we can continue to be there for anyone who needs someone to listen.

Streamlined Energy and Carbon Reporting

In line with the UK Government's Streamlined Energy and Carbon Reporting (SECR) regulations, this section shows the greenhouse gas emissions (GHG) and energy use data for the Samaritans group operations in the UK. This report therefore covers our five staff offices in Belfast, Cardiff, Edinburgh, Ewell and London, along with our 60 central charity branches throughout the UK.

Methodology

This report is calculated in accordance with the Greenhouse Gas (GHG) Protocol and Environmental reporting guidelines: including Streamlined Energy and Carbon Reporting requirements.

Invoice data was used for sites where energy is directly purchased. In cases where the full measurement period was not covered, pro-rata extrapolation was applied. During the measurement period there were some known billing issues. In these cases, data from the previous measurement period was used as a proxy. Where invoices were not available, for example where energy is incorporated into a service charge, energy use was estimated using known kWh / m² for the other sites. The accuracy of this approach was tested by comparing the kWh / m² with benchmarks from CIBSE Guide F 20.1-3.

BEIS 2023 emission factors have been used for all emission sources. Conversion of fuel to kWh where required have been carried out using BEIS 2023 fuel conversion factors.

Intensity ratio

As our main source of energy use is the heating and lighting of our branch network and UK offices, Net internal floor Area (NIA, m²) was chosen as our intensity ratio. Our total floor area was 8,319.50m² (2023: 8,329m²).

Scope	Energy use (kWh)	2023/2024	2022/2023	Variance
1	Natural gas (sites)	781,404	767,256	1.8%
1	Fuel (company vans)	3,319	3,769	-11.9%
2	Electricity (sites)	394,701	410,806	-3.9%
3	Fuel (employee/volunteer miles)	259,360	286,636	-9.5%
1,2,3	Total kWh	1,438,784	1,468,467	-2.0%
Scope	Carbon dioxide equivalent emissions (tCO2e)			
1	Natural gas (sites)	142.9	140.2	1.9%
1	Fuel (company vans)	0.8	0.9	-6.6%
2	Electricity (sites)	81.7	81.4	0.4%
3	Fuel (employee/volunteer miles)	62.9	70.4	-10.7%
1, 2, 3	Total tCO2e	288.3	292.9	-1.6%
	Intensity Ratio			
	tCO2e/net internal floor area m2 (SECR only)	0.0347	0.0350	-0.9%
	tCO2e/net internal floor area m2 (scope 1-3)	0.0427	0.0436	-2.1%
Scope	Other carbon dioxide equivalent emissions (tCO2e)			
3	Well to Tank Fuels (natural gas, diesel and petrol)	40.3	42.4	-5.0%
3	Well to Tank UK electricity generation (sites)	18.1	18.9	-4.2%
3	Transmission and Distribution (UK electric grid: sites)	7.1	7.3	-2.7%
3	Well to Tank Transmission and Distribution (UK electric grid: sites)	1.6	1.7	-5.9%
3	Total other emissions tCO2e	130.0	140.7	-7.6%

Key: Scope 1 (Direct) GHG emissions. Scope 2 (Energy indirect) emissions. Scope 3 (Other indirect) emissions.

WtT; Well to Tank. T&D; Transmission & Distribution

Energy Efficiency Actions

Samaritans is currently at the start of our Environmental and Sustainability journey. We are committed to developing and implementing an Environmental and Sustainability strategy which will aim to integrate findings from SECR and recommendations from ESOS. We pledge to look for opportunities to reduce our total energy consumption and carbon emissions across the Central Charity. The launch of our sustainability programme will align with our obligation to deliver the mandatory ESOS Action Plan in December.

We are taking actions to reduce our carbon emissions and during 2023-24 our property strategy supported energy savings at our sites in the following ways:

- Smart Thermostats were installed at Newcastle and Leyton
- New energy-efficient boiler was installed at Selkirk
- A gas pipe bore upgrade took place at Bridlington allowing the boiler to work more efficiently
- New flue and tundish at Walsall allowing boiler to work more efficiently and at capacity
- New boilers were installed at Northallerton, Southport and Ilford

A number of other energy efficiency measures are under consideration for implementation during our next reporting year.

Renewable Energy

In 2022/23 we procured a Green Energy contract which incorporates 100% renewable energy from wind and hydro assets for our supply of electricity across the central charity branch and property estate, covering around 60 individual premises.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and UK accounting standards (FRS 102).

Company and charity law require the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including its income and expenditure, of the group for 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 accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 presume that the charity will continue in business.

The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations six and eight of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the board of Trustees on 25 July, 2024 and signed on its behalf by Annie Kent, Treasurer:



Independent Auditor's Report to the Members and Trustees of Samaritans

Opinion

We have audited the financial statements of Samaritans ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and 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 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 group's and the charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure 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.

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 group 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 charitable company's or the group'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report which includes the directors' report and the strategic report prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the directors' responsibilities statement set out on page 54, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 directors 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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the company for fraud. The laws and regulations we considered in this context were General Data Protection Regulations, employment legislation and health and safety legislation.

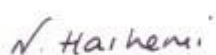
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, data analytics and sample testing on the posting of journals, sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London, UK
Date: 5 August 2024

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2024

		Unrestricted funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000	Unrestricted funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000
	Note						
Income from:							
Donations and legacies	2	14,622	679	15,301	12,893	342	13,235
<i>Charitable activities</i>							
Grants from public bodies and others	2	1,567	2,971	4,538	2,099	3,763	5,862
<i>Other trading activities</i>							
Partnership and other income	3	4,192	157	4,349	4,657	-	4,657
Investment income	4	360	-	360	153	-	153
Gains on disposal of fixed assets		70	-	70	15	-	15
Total income		20,811	3,807	24,618	19,817	4,105	23,922
Expenditure on:							
Raising funds	7	5,712	133	5,845	6,101	-	6,101
Charitable activities	7	15,519	4,533	20,052	17,503	4,340	21,843
Total expenditure		21,231	4,666	25,897	23,604	4,340	27,944
Net gains/(losses) on investments	11	147	-	147	(62)	-	(62)
Net (expenditure)		(273)	(859)	(1,132)	(3,849)	(235)	(4,084)
Transfers between funds		333	(333)	-	-	-	-
Net movement in funds		60	(1,192)	(1,132)	(3,849)	(235)	(4,084)
Reconciliation of funds							
Total funds brought forward		21,770	3,278	25,048	25,619	3,513	29,132
Total funds carried forward	17	21,830	2,086	23,916	21,770	3,278	25,048

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2024

		Unrestricted funds	Restricted Funds	Total Funds	Unrestricted funds	Restricted Funds	Total Funds
	Note	2024 £'000	2024 £'000	2024 £'000	2023 £'000	2023 £'000	2023 £'000
Income from:							
Donations and legacies	2	14,629	612	15,241	13,054	342	13,396
<i>Charitable activities</i>							
Grants from public bodies and others	2	1,604	2,266	3,870	2,058	2,698	4,756
<i>Other trading activities</i>							
Partnership and other income	3	3,597	-	3,597	3,834	-	3,834
Investment income	4	360	-	360	153	-	153
Gains on disposal of fixed assets		70	-	70	15	-	15
Total income before net assets received		20,260	2,878	23,138	19,114	3,040	22,154
Net assets received from Samaritans branch charities		-	-	-	-	-	-
Total income		20,260	2,878	23,138	19,114	3,040	22,154
Expenditure on:							
Raising funds	7	5,576	134	5,710	6,001	-	6,001
Charitable activities	7	14,914	3,611	18,525	16,614	3,589	20,203
Total expenditure		20,490	3,745	24,235	22,615	3,589	26,204
Net gains/(losses) on investments	11	147	-	147	(62)	-	(62)
Net (expenditure) / income		(83)	(867)	(950)	(3,563)	(549)	(4,112)
Transfers between funds		333	(333)	-	-	-	-
Net movement in funds		250	(1,200)	(950)	(3,563)	(549)	(4,112)
Reconciliation of funds							
Total funds brought forward		21,212	2,454	23,666	24,775	3,003	27,778
Total funds carried forward	17	21,462	1,254	22,716	21,212	2,454	23,666

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 64 to 86 form part of these accounts.

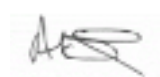
Consolidated and Charity Balance Sheet

As at 31 March 2024

Company Registration No. 757372

	Note	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Fixed assets					
Tangible assets	9	6,763	7,068	6,761	7,067
Intangible assets	10	240	379	240	379
Investments	11	2,221	2,058	2,221	2,058
Total fixed assets		9,224	9,505	9,222	9,504
Current assets					
Stock		3	54	2	23
Debtors	12	3,905	3,189	4,609	3,907
Cash at bank and in hand		13,140	15,761	11,116	13,309
Total current assets		17,048	19,004	15,727	17,239
Current liabilities					
Creditors: amounts falling due within one year	13	1,871	2,610	1,837	2,544
Deferred income	14	289	668	199	350
		2,160	3,278	2,036	2,894
Net current assets		14,888	15,726	13,691	14,345
Creditors: amounts falling due after more than one year		(196)	(183)	(197)	(183)
Total net assets		23,916	25,048	22,716	23,666
Funds	17				
Restricted income funds		2,086	3,278	1,254	2,454
Unrestricted income funds					
General unrestricted funds		12,053	10,966	10,906	10,656
Designated funds		9,777	10,804	10,556	10,556
		21,830	21,770	21,462	21,212
Total funds		23,916	25,048	22,716	23,666

Approved and authorised for issue by the Board of Trustees on 25 July, 2024 and signed on its behalf by Annie Kent, Honorary Treasurer:



The Notes on pages 64 to 86 form part of these accounts.

Cashflow statement

For the year ended 31 March 2024

Reconciliation of net income to net cash flow from operating activities

Net expenditure for the reporting period (as per the statement of financial activities)

Adjustments for:

Depreciation and amortisation charges

(Profit) on sale of fixed assets

(Gains)/Losses on investments

Dividends and interest from investments

Decrease/(increase) in stock

(Increase)/decrease in debtors

(Decrease)/increase in creditors

Net cash outflow from operating activities

Statement of cash flows

Cash flows from operating activities:

Net cash provided by operating activities

Cash flows from investing activities:

Dividends, interest and rents from investments

Purchase of property, plant, and equipment

Proceeds from sale of property, plant, and equipment

Proceeds from investment disposals

Purchase of investments

Net cash provided by / (used in) investing activities

Change in cash and cash equivalents in the reporting period

Cash and cash equivalents at the beginning of the reporting period

Cash and cash equivalents at the end of the reporting period

Analysis of cash and cash equivalents

Cash at bank and in hand

Total cash and cash equivalents

Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
(1,132)	(4,084)	(950)	(4,112)
358	450	358	449
(70)	(15)	(70)	(15)
(147)	62	(147)	62
(32)	(57)	(32)	(57)
52	90	21	88
(717)	529	(702)	820
(1,106)	(936)	(848)	(934)
(2,794)	(3,961)	(2,370)	(3,699)
(2,794)	(3,961)	(2,370)	(3,699)
32	57	32	57
(20)	-	(16)	-
174	499	174	499
508	3,540	508	3,540
(521)	(688)	(521)	(688)
173	3,408	177	3,408
(2,621)	(553)	(2,193)	(291)
15,761	16,314	13,309	13,600
13,140	15,761	11,116	13,309
13,140	15,761	11,116	13,309
13,140	15,761	11,116	13,309

Notes to the Accounts

1. Accounting policies

a) Basis of preparation

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value.

The Trustees consider that based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102) issued October 2019, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and applicable Accounting Standards.

Samaritans meets the definition of a public benefit entity under FRS 102.

b) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 64 to 86. Further details of the subsidiaries' activities are shown in Note 18. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken advantage of the exemptions in FRS 102 from the requirements to present certain disclosures about the charity's financial instruments.

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

A key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is in respect of residual legacies and this is described in the accounting policy below (see Note 1gi: Legacies).

d) Fund accounting

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

Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular 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 specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 17.

e) Impairment of freehold property assets

Freehold property assets are subject to an impairment review in accordance with FRS 102 Section 27 "Impairment of Assets". They are stated in the balance sheet at cost less provision for any impairment in value. Any expense relating to a provision for impairment is recognised in the Statement of Financial Activities ('SOFA') in the year in which it occurs.

f) Stock

Stock is valued at the lower of cost or net realisable value.

g) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

i) Legacies

Recognition is the earlier of the charity receiving final estate accounts or the legacy actually being received. No value is included where the legacy is subject to a life interest held by another party.

ii) Donated goods/services

These are included in both income and expenditure at the value to the charity where this can be reasonably quantified.

iii) Grants and contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract is received in advance, its recognition is deferred and included in creditors. Where entitlement to contract or grant income occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

iv) New Branch Contribution (NBC)

These are recognised as receivable income upon the receipt of signed accounts from Samaritans' branches.

h) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four strategic areas relating to charitable activities (Access, Reach, Impact and Capacity) and to Fundraising activities (which includes the fifth strategic area of Sustainability). The following specific policies apply to categories of expenditure:

i) Grants

Grants are charged to the statement of financial activities when there is a liability to pay.

ii) Fundraising costs

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

iii) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic management of the charity's activities.

iv) Support costs

Support costs comprise staff delivering the corporate service and infrastructure functions. These are allocated across the categories of charitable expenditure and the costs of generating funds. The basis of allocation of support costs is explained above.

v) Depreciation

Depreciation is calculated on a straight-line basis to write off the cost of tangible and intangible fixed assets (except assets under construction) over their estimated useful lives as follows:

Tangible fixed assets

Freehold property	50 years
Leasehold property	50 years
Computer equipment	3 years
Telephony platform	5 years
Office equipment	4 years
Motor vehicles	5 years

Intangible fixed assets

Website and Software Development	3-5 years

i) Capital assets

Tangible and intangible fixed assets are capitalised if they have an individual value exceeding £5,000.

j) Samaritans' regions

Centrally funded costs of supporting Samaritans' regions have been incorporated within these financial statements. For operational delivery, the UK and Ireland are grouped into fourteen geographic regions. Each of these is supported by a group of senior volunteers and received financial support from the charity.

k) Operating leases

Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

l) Foreign currency

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate.

m) Pensions

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred.

n) Branches

The term 'branches' used throughout these Accounts refers to the branches of Samaritans, whose objectives are consistent with those of Samaritans.

o) Taxation

Samaritans is a registered charity and is therefore potentially exempt from taxation of its income and gains to the extent that they fall within Part ii of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritan Enterprises Limited does not normally incur a tax charge given its policy of gifting all taxable profits to Samaritans.

p) Financial instruments

Samaritans has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

2. Voluntary income

a) Donations and legacies

Donations - Individual Giving

Donations – branches

Donations – Corporate

Gifts in kind

Legacies

Total

All Funds	All Funds
2024	2023
£'000	£'000
8,100	6,818
272	124
2,451	2,970
390	385
4,088	2,938
15,301	13,235

b) Donated Services

A valuation has been undertaken of advertising and legal services donated to the charity during the year. This valuation of £390,000 (2023: £385,000) has been included within income under 'gifts in kind' as above and within expenditure.

c) Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2024, the charity had been notified of a further 105 legacies (2023: 97) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £3,426,000 (2023: £3,819,000).

d) Grants

	All funds 2024 £'000	All funds 2023 £'000
Ministry of Justice: HMPPS	618	712
Health Service Executive: Freecall Ireland	508	514
Pears Foundation	400	400
Armed Forces Covenant Fund	295	300
Department of Health and Social Care: Suicide Prevention Fund (Samaritans, NSPA, Missing People Partnership)	154	-
Welsh Government/LLywodraeth Cymru	140	120
Department of Health and Social Care: VCSE Health & Wellbeing Alliance	111	97
NHS England: Support after suicide	98	98
Department of Health and Social Care: (NSPA- Core grant)	90	90
Scottish Government – Creating Hope Together Programme	90	-
Irish Prison Service	62	54
Scottish Prison Service	49	49
Scottish Government (Helpline services)	30	57
Northern Ireland Prison Service	18	18
Department of Health (Northern Ireland)	6	12
Department of Health and Social Care: Samaritans Helpline call costs	-	3
SSAFA Partnership: Military	-	37
Scottish Government: Highland Programme	-	416
Covid and council grants	-	84
	2,669	3,058
Other grants*	1,869	2,804
Total grants	4,538	5,862

*Other grants includes individually immaterial grants, grants for which individual disclosure is not required by the underlying agreement and grants received where the donor wishes to remain anonymous.

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received from the central charity, including the core technology platform. The New Branch Contribution amounted to £901,000 (2023: £1,208,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2024 £'000	All funds 2023 £'000
Cash or cash equivalents	328	96
Listed investments	32	57
Total investment income	360	153

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder.

The funding received has been shown in Note 2d above.

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. Expenditure during 2023/24 was £622,000 (2022/23: £804,000).

Scottish Government Helpline Funding

The Scottish Government grant was a contribution to Samaritans Helpline Service and the development of the online chat service. Expenditure during the year totalled £30,000 (2022/23: £57,000).

Welsh Government

The Welsh Government funding is a contribution towards our work in Wales, including outreach to at-risk communities and resource development. Expenditure in the year totalled £185,000 (2022/23 £120,000).

Armed Forces Covenant Fund – Veterans Funding

This grant funds a helpline service pathway for military veterans. Expenditure during the year totalled £280,000 (2022/23 £300,000)

Department of Health and Social Care (DHSC) funded projects

Suicide Prevention Fund (Samaritans, NSPA and Missing People Partnership)

Samaritans secured funding from three grants to the Suicide Prevention Fund across 2 years. These include: **Samaritans - Suicide Prevention Fund Grant** to contribute towards the Helpline across all channels, delivery of Media Advisory Services, and our work on high-risk locations. **National Suicide Prevention Alliance (NSPA) – Suicide Prevention Fund Grant** to support NSPA to work focus on; Building understanding of experiences of marginalised groups, Creating a step change in learning in suicide prevention and development of a suicide prevention online community hub. **Samaritans Text Safe Suicide partnership with Missing People Grant** to deliver our suicide text safe programme by delivering emotional support for missing people at risk of suicide. This was a new grant in 2024. Expenditure in the year totalled £154,000.

VCSE Health & Wellbeing Alliance

To provide core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations. Expenditure during 2023/24 was £92,000 (2022/23: £92,000).

National Suicide Prevention Alliance - NSPA

NSPA is an alliance of member organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The DHSC grant contributed to the core delivery of the alliance with a grant of £90,000 (2022/23: £90,000) during the year. Expenditure during the year towards the project totalled £244,000 (2022/23: £90,000).

6. Net expenditure for the year

This is stated after charging:

	All funds 2024 £'000	All funds 2023 £'000
Audit fees payable to parent charity's auditors	37	35
Audit fees payable to the component auditor of the Irish subsidiary	4	5
Fees payable to the parent charity's auditor for tax and other services	2	9
	43	49
Depreciation of tangible fixed assets	218	225
Amortisation of intangible fixed assets	139	225
Operating lease rentals	410	461

The Directors of the charitable company are the trustees under charity law and receive no remuneration (2023: none). It is the policy of the charity to reimburse all volunteer expenses in full. During the year six Trustees (2023: seven) received reimbursement for attending meetings and other incidentals amounting to £2,691 (2023: £5,148)

The company has taken out insurance to protect the Trustees. This cover is part of our commercial combined insurance policy, and the cost of this element is not itemised.

7. Breakdown of costs by activity

Current year

	Direct costs 2024 £'000	Support costs 2024 £'000	All costs 2024 £'000
Expenditure on:			
Raising funds			
General fundraising	4,490	1,355	5,845
Charitable activities			
Access	8,184	2,116	10,300
Reach	1,229	25	1,254
Impact	4,567	996	5,563
Capacity	2,343	592	2,935
Total expenditure	20,813	5,084	25,897

We have five strategic areas in our current strategy. Expenditure on the four strategic areas relating to charitable activities have been split out above. The fifth strategic area of sustainability has been grouped within general fundraising, in line with our treatment in 2023.

	Unrestricted funds 2024 £'000	Restricted funds 2024 £'000	All funds 2024 £'000
Expenditure on:			
Raising funds	5,712	133	5,845
Charitable activities	15,519	4,533	20,052
Total expenditure	21,231	4,666	25,897

Analysis of support costs by activity:

	Fundraising 2024 £'000	Access 2024 £'000	Reach 2024 £'000	Impact 2024 £'000	Capacity 2024 £'000	Total 2024 £'000
Finance and other corporate services	331	516	6	243	144	1,240
IS	478	745	9	351	209	1,792
HR	208	324	4	153	91	780
Facilities	206	322	4	151	90	773
Governance	133	208	2	98	58	499
Support costs	1,356	2,115	25	996	592	5,084

Prior year

	Direct costs 2023 £'000	Support costs 2023 £'000	All costs 2023 £'000
Expenditure on:			
Raising funds			
General fundraising	4,960	1,141	6,101
Charitable activities			
Access	9,034	1,688	10,722
Reach	1,097	3	1,100
Impact	5,625	964	6,589
Capacity	2,833	599	3,432
Total expenditure	23,549	4,395	27,944

	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	All funds 2023 £'000
Expenditure on:			
Raising funds	6,101	-	6,101
Charitable activities	17,503	4,340	21,843
Total expenditure	23,604	4,340	27,944

Analysis of support costs by activity:

	Fundraising 2023 £'000	Access 2023 £'000	Reach 2023 £'000	Impact 2023 £'000	Capacity 2023 £'000	Total 2023 £'000
Finance and other corporate services	82	121	-	69	43	315
IS	478	708	1	404	252	1,843
HR	193	286	1	163	102	745
Facilities	236	349	1	199	124	909
Governance	151	224	1	128	79	583
Support costs	1,140	1,688	4	963	600	4,395

8. Staff costs

	All funds 2024 £'000	Restated All funds 2023 £'000
Staff costs		
Wages and salaries	13,270	13,036
Social security costs	1,336	1,375
Other pension costs	623	593
Agency staff	90	167
Total staff costs	15,319	15,171

Staff paid over £60,000*	2024	2023
£170,001-£180,000	-	1
£140,001- £150,000	-	1
£120,001-£130,000	1	-
£110,001-£120,000	1	1
£100,001-£110,000	2	-
£90,001-£100,000	1	1
£80,001-£90,000	2	2
£70,001-£80,000	10	5
£60,001-£70,000	15	14
Total	32	25

* Comprising consideration paid in exchange for the service rendered by employees including remuneration, salary, benefits and any termination payments made.

The 2023 wages and salaries figure has been restated to allow comparability following an amendment to the classifications in 2024.

The Chief Executive Officer was paid a total of £125,000 (2023: £146,000).

The total amount of employee benefits received by key management personnel for their services during the year was £928,000 (2023: £1,076,000).

Termination payments totalling £194,000 (2023: £114,000) were paid during the year, relating to employees leaving the charity.

Pension costs

The pension contributions for the 32 employees (2023: 25) earning more than £60,000 in the year amounted to £140,000 (2023: £96,000).

Employee numbers

The average full-time equivalent number of employees during the year was 305 (2023: 302).

As at 31 March 2024 the number of FTE staff was 301 (308 at 31 March 2023).

The average number of employees in post during the year was 331 (2023: 329).

At 31 March 2024 the number of employees in post was 326 (335 at 31 March 2023).

9. Tangible fixed assets

Group

	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2023	8,768	685	489	623	42	10,607
Additions	16	-	-	2	-	18
Disposals	(120)	-	(98)	(122)	-	(340)
Exchange rate movements	-	-	-	(6)	-	(6)
At 31 March 2024	8,664	685	391	497	42	10,279

Depreciation

At 1 April 2023	2,402	84	488	540	25	3,539
Charged in the year	152	14	1	44	7	218
Disposals	(16)	-	(98)	(122)	-	(236)
Exchange rate movements	-	-	-	(5)	-	(5)
At 31 March 2024	2,538	98	391	457	32	3,516

Net book value

At 31 March 2024	6,126	587	-	40	10	6,763
At 31 March 2023	6,366	601	1	83	17	7,068

Charity

	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2023	8,768	686	489	459	41	10,443
Additions	16	-	-	-	-	16
Disposals	(120)	-	(98)	(122)	-	(340)
At 31 March 2024	8,664	686	391	337	41	10,119

Depreciation

At 1 April 2023	2,403	84	488	375	26	3,376
Charge for the year	152	14	1	43	7	218
Disposals	(16)	-	(98)	(122)	-	(236)
At 31 March 2024	2,539	98	391	296	33	3,359

Net book value

At 31 March 2024	6,125	588	-	40	8	6,761
At 31 March 2023	6,365	602	1	85	17	7,067

Depreciation at 31 March 2024 for freehold property, includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review in 2012/13.

10. Intangible fixed assets

Group and charity

Cost

At 1 April 2023

Additions

At 31 March 2024

Website and software development £'000

1,329

-

1,329

Amortisation

At 1 April 2023

Charge for the year

At 31 March 2024

950

139

1,089

Net book value

At 31 March 2024

At 31 March 2023

240

379

Amortisation of intangible fixed assets is included within Charitable Activities expenditure on the Statement of Financial Activities.

11. Fixed asset investments

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Market value at 1 April	2,058	4,972	2,058	4,972
Acquisition at cost	521	688	521	688
Disposal proceeds	(508)	(3,540)	(508)	(3,540)
Reinvested interest	3	-	3	-
Investment gains/(losses)	147	(62)	147	(62)
Market value at 31 March 2024	2,221	2,058	2,221	2,058
	2024 £'000	2024 %	2023 £'000	2023 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	109	5%	107	5%
Portfolio managed by Hambros Investments	16	1%	120	6%
	125	6%	227	11%
Listed investments				
Portfolio managed by Hambros Investments	1,161	52%	962	47%
Other listed investments	9	0%	9	0%
	1,170	52%	971	47%
Other investments – managed by Hambros Investments				
Alternative	271	12%	317	15%
Commodities	132	6%	121	6%
Fixed interest	521	24%	422	21%
	925	42%	860	42%
Total investments	2,221	100%	2,058	100%

Investments held by the charity include a £100 investment (2023: £100) in the subsidiary company at cost: see Note 18.

12. Debtors

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Trade debtors	774	599	628	404
Gift Aid	1,346	821	1,346	821
Legacies	156	260	156	260
Accrued income	791	511	734	508
VAT, payroll tax, social security and pensions	-	151	-	151
Other debtors	74	59	74	59
Intercompany	-	-	926	922
Prepayments	764	788	745	782
Total debtors	3,905	3,189	4,609	3,907

13. Creditors

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Social security and taxes	453	545	453	545
Trade creditors	418	945	404	934
Accrued expenditure	950	1,113	893	1,058
Other creditors	50	7	87	7
Total creditors	1,871	2,610	1,837	2,544

14. Deferred income

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
At 1 April	668	1,683	350	1,297
Income recognised in the year	(335)	(1,283)	(348)	(1,490)
Income deferred in the year	(44)	268	197	543
At 31 March 2024	289	668	199	350

Total deferred income includes £76,987 (2023: £236,450) of Network Rail deferred income within The Samaritan Enterprises Limited.

15. Financial and other commitments

a) Operating leases

At 31 March the Group and Charity had total commitments under non-cancellable operating leases as set out below:

	Group 2024	Group 2024	Group 2023	Group 2023	Charity 2024	Charity 2024	Charity 2023	Charity 2023
Operating lease commitments	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Within one year	299	2	296	4	247	2	249	4
Between two and five years	523	1	414	4	399	1	244	4
Over five years	65	-	45	-	65	-	45	-
Total	887	3	755	8	711	3	538	8

16. Financial instruments

At the balance sheet date, the group held financial assets at amortised cost of £16,281,000 (2023: £18,155,000), financial assets at fair value through income or expenditure of £2,221,000 (2023: £2,058,000) and financial liabilities at amortised cost of £1,871,000 (2023: £2,610,000).

17. Reconciliation of reserves

Current year

	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2024 £'000
Unrestricted					
General fund	10,966	20,958	(20,213)	342	12,053
Designated fund – tangible and intangible fixed assets	7,448	-	(462)	16	7,002
Designated fund – property maintenance fund	28	-	-	-	28
Designated fund – There for Everyone	43	-	(19)	(25)	-
Designated fund – Service Expansion	1,286	-	(385)	-	901
Designated fund – Strategy Development & Delivery	1,752	-	(4)	-	1,748
Designated fund – Ireland	247	-	(148)	-	99
Total unrestricted funds	21,770	20,958	(21,231)	333	21,830
Restricted					
Branch support	500	290	(311)	(192)	287
City Hub	168	3	(67)	-	104
Education Resources	-	95	-	-	95
Email service development	111	-	-	-	111
Helpline call costs	8	47	(55)	-	-
Helpline Freecall	472	508	(686)	-	294
Highland Programme	318	-	(273)	-	45
Listening Centre	-	305	(116)	-	189
Mental Health in the Rail Industry	25	1	(26)	-	-
National Suicide Prevention	155	342	(356)	-	141
National Training School	246	2	(248)	-	-
Northern Ireland	13	34	(38)	-	9
Online Chat	-	129	(20)	-	109
Online Excellence Programme	489	54	(192)	-	351
Prisoner Support & Improving Safer Custody	112	786	(820)	-	78
Reduce Gambling Harm	84	-	(84)	-	-
Regional grants	238	140	(194)	(184)	-
Suicide & Self-harm in Wales	25	207	(193)	21	60
Support After Suicide	136	108	(158)	-	86
VSCE Health & Wellbeing Alliance	5	111	(116)	-	-
Veterans Listening Service	-	295	(280)	-	15
Other*	173	351	(434)	22	112
Total restricted funds	3,278	3,807	(4,666)	(333)	2,086
Total funds	25,048	24,765	(25,897)	-	23,916

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2024 £'000	Total 2023 £'000
Tangible and intangible fixed assets	-	7,003	-	7,003	7,447
Investments	2,221	-	-	2,221	2,058
Net current assets	10,028	2,774	2,086	14,888	15,726
Liabilities due over 1 year	(196)	-	-	(196)	(183)
Total	12,053	9,777	2,086	23,916	25,048

*Other funds represent smaller individual restricted funds.

Prior year

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2023 £'000
Unrestricted					
General fund	11,713	19,817	(20,939)	375	10,966
Designated fund – tangible and intangible fixed assets	8,381	-	(449)	(484)	7,448
Designated fund – property maintenance fund	282	-	(254)	-	28
Designated fund – There for Everyone	214	-	(171)	-	43
Designated fund – Service Expansion	1,250	-	-	36	1,286
Designated fund – Strategy Development & Delivery	3,243	-	(1,491)	-	1,752
Designated fund – Ireland	536	-	(362)	73	247
Total unrestricted funds	25,619	19,817	(23,666)	-	21,770
Restricted					
Branch support	404	189	(93)	-	500
City Hub	167	1	-	-	168
Email service development	277	-	(166)	-	111
Helpline call costs	-	65	(57)	-	8
Helpline Freecall	432	535	(495)	-	472
Highland Programme	49	416	(147)	-	318
Mental Health in the Rail Industry	50	34	(59)	-	25
Military – SSAFA partnership	92	37	(129)	-	-
National Suicide Prevention	175	216	(236)	-	155
National Training School	108	370	(232)	-	246
Northern Ireland	-	36	(23)	-	13
Online Excellence Programme	752	229	(492)	-	489
Prisoner Support & Improving Safer Custody	190	868	(946)	-	112
Reduce Gambling Harm	327	-	(243)	-	84
Regional grants	55	183	-	-	238
Suicide & Self-harm in Wales	46	99	(120)	-	25
Support After Suicide	120	156	(140)	-	136
There for Everyone	74	-	(74)	-	-
VSCE Health & Wellbeing Alliance	-	97	(92)	-	5
Veterans Listening Service	-	300	(300)	-	-
Wellbeing & Resilience Hub: Construction	100	33	(137)	-	(4)
Other*	95	241	(159)	-	177
Total restricted funds	3,513	4,105	(4,340)	-	3,278
Total funds	29,132	23,922	(28,006)	-	25,048

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Tangible and intangible fixed assets	-	7,447	-	7,447	8,381
Investments	2,058	-	-	2,058	4,972
Net current assets	9,091	3,357	3,278	15,726	15,779
Liabilities due over 1 year	(183)	-	-	(183)	
Total	10,966	10,804	3,278	25,048	29,132

*Other funds represent smaller individual restricted funds.

17a) Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – tangible fixed assets	This fund comprises the Group's tangible fixed assets. These are therefore not readily available for other purposes.
Designated fund – property maintenance fund	This fund has been established utilising cash assets transferred from branches joining the central charity. The fund is used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans' services into the future. These funds will continue to be used when works are needed at the branch sites.
Designated fund – service expansion	This fund supports new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers. This has been a long-standing risk area for Samaritans: trying to widen and increase the supply of volunteers/service options to match the demand from current and new potential beneficiaries.
Designated fund – Strategy Development & Delivery	During 2023 the new strategy was developed and informed by people with lived experience, our volunteers, staff, and supporters. The strategy is for a period of five years, ensuring we continue to be there for those who need us most, reach out to more people to let them know we're here, and make our voice heard to make suicide prevention a priority.
Designated fund – There for Everyone	This fund supports the There for Everyone programme, to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives. This fund is now fully spent.
Designated fund – Ireland	This fund was established in 2023 from legacy proceeds to progress several key workstreams in Ireland over for a two year period. This includes the development of income generation, public policy, brand awareness and partnerships following the decision to increase autonomy of the Samaritans Ireland Board in these areas. Other workstreams include development of the Samaritans Ireland website, improved oversight of operational work in Ireland, research into self-harm and support to branches in Ireland.

17b) Restricted funds

Branch support	This fund ensures Samaritans' critical 24/7 services remain available to vulnerable people in the short and longer term nationally and locally, and to meet emergency financial needs of the branches.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the City opportunities to support suicide prevention locally and nationally, including the online chat service.
Education Resources	This fund will be used to develop our education programme.
Email service development	This fund supports the development of Samaritans' email service. Expenditure is planned for the 2024/25 year.
Helpline call costs	This fund contributes to the costs of calls to the Samaritans helpline in the UK.
Helpline Freecall	This fund contributes to the costs of calls to the Samaritans Freecall helpline phone number in Ireland.
Highland Programme	This fund relates to initiation work for Samaritans' targeted promotion of service and new resources to improve mental health and resilience in the West Highlands of Scotland and Skye.
Mental Health in the rail industry	This fund relates to a study into mental health awareness and the railways.
Military – SSAFA partnership	This fund related to a partnership with SSAFA to work together to gather the insight, research, and evidence to inform and create an ambitious strategy focusing on reducing suicide in veterans. This project is now completed.
National Suicide Prevention	The NSPA is a cross-sector, England-wide, coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide.
National Training School	This fund supports the future growth of our listening services and the various service expansion pilots already underway. We have established a new central recruitment and training team (known as Samaritans Training School) to help support the training requirements for our service expansion programme.
Online Chat	This fund was set up in 2024 and is for the development of our Online Chat service.
Online Excellence Programme	This fund is for the development of a hub of excellence in suicide prevention and the online environment.
Prisoner Support & Improving Safer Custody	This fund provides Emotional Support to Prisoners in distress or crisis in the UK and Ireland.
Reducing Gambling Harm	Samaritans is working in partnership with GamCare, to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Regional Grants	This fund contributes to core helpline costs, volunteer training and other costs incurred regionally.
Suicide & Self-harm in Wales	This fund allows Samaritans and NSPA to carry out our work in Wales.

Support After Suicide	SASP is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support.
There for Everyone	The There for Everyone programme helped us make a step change in our ability to offer our callers greater choice in how they access our services, raise awareness and reach more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with their modern lives. This programme has now come to an end.
VCSE Health & Wellbeing Alliance	This fund provides core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations.
Veterans Listening Service	This funding is for a veteran helpline service which provides trained support to improve the wellbeing and resilience of military veterans, including peer-to-peer support.
Other restricted funds	These funds represent smaller individual restricted funds.

18. Samaritans group companies

a) Samaritans

The charity is a private limited company (registered number 757372), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

Samaritans uses the exemption in Section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure account for Samaritans as a separate entity.

Samaritans recharged expenditure of £1,086,000 to its subsidiaries during the year (2023: £965,000) and made payments to its subsidiaries of £nil (2023: £nil). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2024 this amounted to £527,000 (2023: £629,000). At the year-end, £925,000 was due from Samaritans Enterprises (2023: £920,000), and £33,000 was due to Samaritans Ireland (2023: £2,000 due from Samaritans Ireland).

b) The Samaritan Enterprises Limited

Company number: 01451175

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100% of which is owned by Samaritans. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

The principal activity of the company is the delivery of a contract with Network Rail – ‘Tackling Suicide on the Railway’; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited’s income amounted to £1,839,000 (2023: £2,108,000), expenditure amounted to £1,312,000 (2023: £1,479,000) and a surplus of £527,000 was generated (2023: surplus of £629,000), before transfers and other recognised gains/losses. At 31 March 2024 assets were £1,034,000 (2023: £1,257,000) and liabilities were £1,034,000 (2023: £1,257,000).

A Memorandum of Understanding exists with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year’s accounts include inter-company charges of £1,086,000 (2023: £965,000).

c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. The address of the registered office is 4-5 Usher’s Court, Usher’s Quay, Dublin 8, Ireland.

By virtue of its constitution, Samaritans is able to exert control over Samaritans Ireland.

Samaritans Ireland’s income amounted to £1,451,000 (2023: £1,448,000), expenditure amounted to £1,634,000 (2023: £1,069,000) resulting in a deficit of £183,000 (2023: £28,000). This figure includes foreign exchange gains on translation into sterling. At 31 March 2024 assets were £1,250,000 (2023: £1,423,000), liabilities were £52,000 (2023: £42,000) and total funds were £1,174,000 (2023: £1,381,000).

The results of the company have been translated at the prevailing currency exchange rate at the average rate.

19. Affiliated and Central Charity branches

Since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

No branches completed the process this year, and no branches closed. Ongoing financial activity relating to these branches has been incorporated into the results of the central charity.

For SCC branches, the unincorporated entities have been retained and, in England and Wales, have been linked to the central charity on the Charity Commission register. Registered addresses for these entities are listed under Samaritans' entry on the register. Each SCC branch holds net assets of £100, which are included within these group accounts as unrestricted funds. The unincorporated entities have charitable objectives which are consistent with those of the central charity.

A listing of Samaritans branches is included on pages 90 to 93, and SCC branches are indicated on this list.

Reference and Administrative details

Honorary President: Felicity Varah Harding OBE

Royal Patron: HM The King

Company name: Samaritans

Registered address and principal office: The Upper Mill, Kingston Road Ewell, Surrey KT17 2AF

Registered charity number: 219432

Company number: 757372

Scottish charity number: SC040604

Website: samaritans.org

Board of Trustees

Keith Leslie (Chair, Board of Trustees)

Dr Hester Wain (Co Vice-Chair)

Rory Girvan (Co Vice-Chair)

Annie Kent (Honorary Treasurer and Chair of Finance Committee)

Debbie Giwa (Chair of Audit & Risk Committee)

Philip Cliff (Chair, People and Culture Committee)

Dr Anushta Sivananthan (Chair, Service & Quality Committee)

Amanda Millar (Chair, Scotland Committee)

Eleanor Farrell (Chair, Ireland Board, Nominations & Governance Committee)

Dr Ann John (Chair, Policy and Research Committee) (stepped down 27 July 2023)

John Drew (Chair of External Engagement and Research Committee) appointed 18 December 2023)

Ana Laing (Chair, Wales Committee) (final term ended 09 June 2023)

Dr Catherine Goodwin (Chair, Wales Committee) (appointed 08 June 2023)

Gaia Marcus

Andrew Donnell

Richard Bartlett (appointed 01 October 2023)

John Jolly (appointed 02 December 2023)

Laura Bunt (final term ended 27 July 2023)

Samaritans senior staff

CEO: Julie Bentley

Executive Director of Corporate Services: Graeme Danton

Executive Director of External Engagement: Sonya Trivedy

Executive Director of Operations: Lis Skeet

Executive Director of People and Culture: Tiger De Souza

Company Secretary: Andrew Robarts

Regional Directors (as of 31 March 2024)

Director of Branch Operations

Director of Branch Operations: Cindy O'Shea

Director of Branch Operations: Gilli Seymour

Director of Branch Operations: Jayne Finch

Director of Branch Operations: Shilpa Shah

East: Susannah Fenton (from 31/03/2023) and Jenny Meads (from 23/08/2023) (Interims)
(Gaynor Bell stepped down 31/03/2023)

East Midlands: Joy Baker (Interim) (from 31/03/23)
(Mathew Shepherd stepped down 31/03/2023)

London: Sue Christopher

North: Libby Dicken

Northern Ireland: Marcella Taylor

North West: Christina Morgan

Ireland: Jonathan Neville

Scotland: John Knight

South: Liz Hebden

South East: Kay Turner (from 25/03/2024)
(Peter Rowland stepped down 25/03/2024)

South West: John Huxtable

Wales: Christine Gwyther (from 01/04/2023)
(Meryl James stepped down 01/04/2023)

West Midlands: Pam Rutter

Yorkshire and Humberside: Belinda Merrison (from 01/10/2023)

(Michael George stepped down 01/10/2023)

Service Expansion: Vacant (Tracey Fuller stepped down 2023)

Bankers: Lloyds Bank Plc, 25 Gresham Street, London EC2V 7HN

HSBC Bank Plc, One London Square, Cross Lanes, Guildford, Surrey GU1 1UN

Investment managers: James Hambro & Partners LLP, 45 Pall Mall, London SW1Y 5JG

External auditors: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Samaritans branches

Samaritans has more than 200 branches, satellites and hubs across the UK and Ireland, with volunteers providing round-the-clock support whenever and however people need it. Our dedicated volunteers are our greatest asset, and we couldn't achieve all that we do without their steadfast support.

Thank you to each and every one of our wonderful volunteers for the difference you make in people's lives every day.

Aberdeen

Aberystwyth*

Anglia Ruskin Uni Cambridge (Hub)

Anglia Ruskin Uni Chelmsford (Hub)

Arklow (East Coast)

Ashford & Tenterden

Athlone & Midland

Ayrshire

Ballymena

Banbury & District*

Bangor & North Down

Barnsley

Barrow, Furness & South Lakes*

Basildon & Thurrock*

Basingstoke*

Bath & District

Bedford*

Belfast

Berwick (Satellite)

Bexley & Dartford*

Birmingham

Blackburn with Darwen, Hyndburn &
Ribble Valley

Blackpool, Fylde & Wyre

Bognor Regis, Chichester & District*

Bolton

Borders (Selkirk)*

Boston, Lincolnshire*

Bournemouth & District*

Bracknell, Wokingham, Ascot & Districts

Bradford (Hub)

Brent*

Bridgend

Bridlington & District*

Brierley Hill

Brighton, Hove & District

Bristol

Bromley & Orpington

Bury*

Bury St Edmunds & West Suffolk

Buxton & High Peak*

Caithness

Cambridge

Canterbury & District

Cardiff & District*

Carlisle

Castlebar (Satellite)
 Central London
 Chelmsford & Mid-Essex*
 Cheltenham & District
 Chester & District
 Chesterfield
 Chiltern
 Colchester
 Coleraine & District
 Cork
 Cornwall at Truro
 Correspondence*
 Coventry & District
 Craigavon
 Croydon & Sutton*
 Darlington & District*
 Derby & District
 Derry
 Doncaster*
 Dorset at Weymouth
 Drogheda
 Dublin
 Dumfries*
 Dundee
 Dunfermline
 Durham (Central)
 Ealing
 Eastbourne & District
 East Surrey
 Edinburgh and the Lothians
 Elgin*

Email Hub (Hub)
 Ennis & Clare
 Exeter, Mid & East Devon
 Falkirk & Central Scotland
 Farnborough & District*
 Festival*
 Folkestone, Dover & Hythe
 Galway
 Glasgow
 Gloucester & District*
 Grantham
 Great Yarmouth*
 Grimsby, Cleethorpes & District*
 Guernsey
 Guildford
 Halifax & Calderdale
 Harrogate & District
 Harrow
 Hastings & Rother
 Havering (Romford)*
 Herefordshire
 Herts & Essex (Ware)
 Hillingdon
 Horsham & Crawley
 Huddersfield
 Inner South West London
 Inverclyde*
 Inverness
 Ipswich and East Suffolk
 Isle of Man
 Isle of Wight*

Jersey
 Kerry
 Kettering & District
 Kilkenny and Carlow
 King's Lynn
 Kingston upon Hull
 Kingston upon Thames
 Kirkcaldy & District*
 Lanarkshire in Hamilton*
 Lancaster & District
 Leatherhead & Mid-Surrey
 Leeds*
 Leek & District
 Leicester, Leicestershire & Rutland
 Lewisham, Greenwich & Southwark
 Limerick & Tipperary
 Lincoln*
 Liverpool & Merseyside
 London City Hub (Hub)
 Lowestoft & Waveney District*
 Luton, South Beds & Harpenden
 Macclesfield & District
 Maidstone & Weald
 Manchester & Salford
 Mansfield*
 Medway, Gravesham & Swale*
 Mid-Cheshire
 Milton Keynes
 Newbridge & Kildare
 Newbury
 Newport & Gwent

Newry
 North Devon & North Cornwall
 North East Wales*
 North Herts & Stevenage
 North London (Enfield, Haringey & Barnet)
 North West Surrey*
 North West Wales
 Northallerton & The Dales*
 Northampton
 Northumbria*
 Norwich
 Nottingham
 Omagh
 Orkney*
 Oxford
 Pembrokeshire
 Pendle, Burnley, Craven & Rossendale
 Perth
 Peterborough & District
 Plymouth, East Cornwall & South West Devon
 Portsmouth & East Hampshire
 Powys in Llandrindod Wells
 Preston & District
 Reading
 Redbridge*
 Rochdale, Oldham & District*
 Rotherham
 Salisbury & District
 Scarborough
 Scunthorpe*
 Sevenoaks (Hub)

Sheffield	Taunton & Somerset
Shetland	Teeside (Middlesbrough)*
Shrewsbury	Telford
Sligo	Tunbridge Wells & District
Slough, Windsor & Maidenhead	Tyneside*
Solihull*	Wakefield & District*
South Cheshire	Walsall & District*
South Devon	Waltham Forest (Leyton)*
South Wales Valleys (Hub)	Warrington, Halton & St Helens*
South West Herts	Waterford & the South-East
Southampton & District	West Cork (Satellite)
Southend-on-Sea	West Cumbria
Southport & District*	Western Isles
Stafford	Weston Super Mare & North Somerset
Stockport*	Wigan
Stoke-on-Trent & Newcastle	Winchester & District
Stratford-upon-Avon & District	Wolverhampton
Sunderland*	Worcester
Swansea	Worthing
Swindon & District*	York
Tamworth	Yeovil, Sherborne & District

*These branches are part of Samaritans Central Charity as of 31 March 2024

Donors and supporters

29th May 1961 Charitable Trust

Alan Boswell Group Charitable Trust

Anthony and Elizabeth Mellows Charitable Settlement

Ardonagh Community Trust

ASAP

Atlas Fund

Baillie Gifford

Dr Vik Bansal

Bloomberg

Peter and Charlotte Bolland

Gemma Booker

Burberry

Cadogan Charity

Cala Homes

Computacenter

Constance Travis Charitable Trust

Costain

CRH Charitable Trust

Department of Health and Social Care

Department of Health Northern Ireland

Derek Raphael Charitable Trust

Dr Vivian Child Charitable Trust

Flying Tiger

GRAHAM Construction

Chris and Gilda Haskins

Henry Oldfield Charitable Trust

Her Majesty's Prison and Probation Service

Hosking Charitable Trust

Ice Futures Europe

Inman Charity

In The Style

Irish Prison Service

James and Patricia Hamilton Charitable Trust

James Tysoe Trust

J J Fenwick Charitable Trust

J & M Britton Charitable Trust

John Armitage Foundation

John Browne Charitable Trust

The Joyce Kathleen Stirrup Charity Trust

The Julia and Hans Rausing Trust

Leslie Mary Carter Charitable Trust

Llywodraeth Cymru / Welsh Government

Mayer Brown

The Millenium Stadium Charitable Trust

Moondance Foundation

Next plc

The NFU Mutual Charitable Trust

Northern Ireland Prison Service

The Oakdale Trust

Office for Veterans' Affairs / The Armed Forces Covenant Fund Trust

Options Fund

The Pears Foundation

Peacock Charitable Trust

P F Charitable Trust

Phoenix

Price Bailey

Procurement Hub
The Prudence Trust
Scottish Government
Scottish Prison Service
ShareGift
Schroders
Special Editions
Spirax Sarco
Standard Life UK
Stone Family Foundation
Teneo

T. G. Piggot Trust
Three UK
The Rank Foundation
Unbiased
Version 1
VWV Solicitors
The Waterloo Foundation
The Which? Fund, funded by the
Consumers' Association
World Gold Council

SAMARITANS

England & Wales - Charity number 219432

Accounts

SAMARITANS

Samaritans Annual Report and Accounts

2022/23

Trustees' Annual Report and Accounts

Strategic report	4
Letter from Chair and CEO	4
Our strategy	6
About this document	7
Our key achievements	8
Priorities	8
Access	8
Reach	10
Impact	13
Capacity	17
Sustainability	19
Principles	22
Equity, diversity and inclusion (EDI)	22
Personal experience	24
Safety and quality	24
Evidence-based	26
Vocal and visible	28
Innovation and technology	29
Environmental responsibility	30
Financial review	32
Risks and uncertainties	39
How we manage risk	39
Governance report	43
Our structure	43
Incidents and Reporting	48
Fundraising Activities Statement	49
Streamlined Energy and Carbon Reporting	52
Statement of Trustees' responsibilities	54
Independent Auditor's Report to the Members and Trustees of Samaritans	55
Consolidated Statement of Financial Activities	60
Charity Statement of Financial Activities	61

Consolidated and Charity Balance Sheet	62
Cashflow statement	63
Notes to the Accounts.....	64
Reference and administrative details.....	85
Board of Trustees	85
Samaritans senior staff.....	86
Regional Directors (as of 31 March 2023).....	86
Samaritans branches.....	89
Donors and supporters	93

Strategic report

Letter from Chair and CEO

Times are tough, but Samaritans are always here to listen.

Last year, there wasn't a single second when our volunteers weren't on the phone to someone. Day and night, Samaritans were here for people when they needed us, no matter what they were going through. We're proud to say that we've been there to listen 24/7 but regrettably, there are no signs that the vital services Samaritans provide are any less needed. We must make sure that we continue to be here for as long as people need us.

People have, and always will be, at the very heart of everything we do here at Samaritans. We've worked hard to listen and create more opportunities for people with personal experience to share their views with us. This includes people who have used our services, who have experienced suicidal thoughts and self-harm, and those bereaved by suicide. Their voices have helped to shape our new strategy, which launched last year, and they will continue to help shape our future direction.

Samaritans wouldn't be here without our supporters. This year, you've helped us show decision-makers that Saving Lives Can't Wait – influencing suicide prevention policy across England, Ireland, Northern Ireland, Scotland and Wales. You helped us connect over a cuppa on Brew Monday, raise awareness that Small Talk Saves Lives and encouraged more people to Talk to Us. And of course, crucially you helped us raise the money we needed to keep our helpline open 365 days a year and continue working towards our vision that fewer people die by suicide.

Thank you to everyone who has supported Samaritans over the last year. We're especially grateful to the 23,000 incredible individuals who volunteered their time for Samaritans, and our dedicated partners and supporters who have been there for us, so we can be there for others. It's thanks to you that we've remained a constant source of support to people during this very challenging year.

Since answering our first call in 1953, Samaritans has been there for people during their most difficult times and we are needed as much now as ever before. The cost of living crisis means many people are finding it much harder to make ends meet. We've seen an increase in first-time calls for help from people opening up about their financial worries¹, and we've called for governments across the UK and Ireland to take action and make sure they are supporting people's wellbeing.

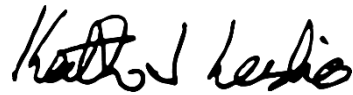
¹ From January to March 2023, Samaritans saw the highest percentage of first-time phone callers concerned about finance or unemployment. In February, almost 1 in 10 calls for help from first-time callers were about finance or unemployment concerns.

Samaritans has also felt the effects of the crisis. In a challenging economic environment that has seen our income decrease and our costs rise, we've had to make some difficult decisions about what we could deliver in the year. Your support has never been more important.

With your help, we can continue to be there for those who need us most, reach out to even more people, and raise our voice to make suicide prevention a priority. Together we will make change that saves lives.



Julie Bentley, CEO



Keith Leslie, Chair

Our strategy

Our strategy, *Tackling suicide together: providing a safe space in uncertain times*, launched in 2022 and outlines how we will achieve our vision that fewer people die by suicide. It seeks to maximise our impact as a charity by building on our achievements, whilst also making the most of new opportunities and learnings.

Samaritans marks 70 years of listening in 2023. Now more than ever, we need to adapt and innovate to continue providing a safe space for people all over the UK and Ireland. Throughout our 2022-27 strategy period, we will continue to work across the UK and Ireland to achieve our vision and be there for anyone who is struggling to cope and in times of crisis.

Our main priorities throughout 2022-27 are:

- **Access:** Make sure anyone who needs us can access our support.
- **Reach:** Reach more people to let them know we're here.
- **Impact:** Make our voice heard at a national, regional and local level for maximum impact.
- **Capacity:** Increase our capacity to become one team of valued, diverse, skilled people.
- **Sustainability:** Build meaningful relationships with our supporters to ensure our sustainability.

Our guiding principles remain:

- **Equity, diversity and inclusion (EDI):** We will break down barriers to make Samaritans more diverse and inclusive.
- **Personal experience:** We will ensure the voice of people with lived experience is central to all our services, campaigns and activities.
- **Safety and quality:** We will ensure a safe, effective and positive experience for all those who come into contact with our services.
- **Evidence-based:** We will use research, evidence, insight and data to inform all our services and policy development.
- **Vocal and visible:** We will never shy away from raising our voice and campaigning on issues that matter to us.
- **Innovation and technology:** We will encourage innovation and keep pace with developments.
- **Environmental responsibility:** We will build a sustainable approach to our actions and develop a better understanding of our energy footprint.

We will continue to hold ourselves accountable for our progress in achieving our five priorities and staying true to our seven principles through internal monitoring and quarterly reporting to our Board of Trustees, as well as the publication of an annual Impact Report.

About this document

The following pages highlight some of our major achievements and challenges during 2022/23.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from The Scottish Charity Regulator, the Charity Commission for Northern Ireland, Ireland's Charities Regulator and relevant bodies within crown dependencies. In particular, Samaritans' core listening and online services are free to the general public. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).²

Unless otherwise stated, the service statistics in this report are for the 2022 calendar year. Please see our 2022/23 Impact Report for more information about our work and how it is making a difference.

² Equivalent purposes appear in the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Act (Northern Ireland) 2008. The Republic of Ireland Charities Act 2009 identifies the promotion of health, including the prevention or relief of sickness, disease or human suffering as a charitable purpose.

Our key achievements

Our strategic principles and priorities are the cornerstone of everything we do at Samaritans. They each serve as a guide in the choices we make as a charitable organisation, Samaritans' decision-making process for the long-term direction of our charity, and help set a solid foundation for our campaign and policy work.

Our key achievements this year are a reflection of the strategic principles and priorities that have helped Samaritans grow and work towards achieving our goals.

Priorities

Access

We're working to make sure that anyone who needs Samaritans will be able to access our support whenever they need it and get through to us in a way that works for them.

What we said we would do

- Train and recruit up to 900 new volunteers through Samaritans Training School to help meet the demand for our services.
- Roll out online chat across the branch network as far as possible.
- Ensure that the listening service meets the needs of people in different at-risk groups: developing a prioritisation framework, undertaking research in the foundation year of our new strategy.
- Scale up existing service expansion sites including Bradford City Hub.
- Introduce a centralised listening volunteer duty rota as a pilot.

What we did this year

In 2022, Samaritans volunteers responded to almost 3 million calls for help by telephone.

There wasn't a single second when Samaritans weren't on the phone to someone. Our volunteers spent almost 1 million hours responding to calls across more than 200 branches and locations across the UK and Ireland. We answered a call for help every 10 seconds by phone, email, online chat, letter or face to face.

Our new Samaritans Training School recruited 530 new volunteers, 364 of whom have successfully completed all training and recruitment checks and are able to start volunteering with their hubs as part of our service expansion programme. Samaritans Training School has also supported the capacity and growth of over 20 hubs and branches across the organisation and delivered mandatory training to over 250 volunteers. Across 47 branches, 115 volunteer skills practitioners have been recruited and have supported us in delivering

more than 150 skills practice sessions to Samaritans branches. We have also successfully trained 116 students across a range of helping professions, such as nurses, paramedics and social workers, through our placement partnership with Anglia Ruskin University.

In total, Samaritans recruited and trained over 4,000 new listening volunteers last year.

Around 23,000 people volunteered their time for Samaritans throughout 2022. This includes all of our listening volunteers, non-listening branch volunteers and people in prison who volunteer as trained prison Listeners. It is important to note that 2022 is the first year that the number of prison Listeners has been included in the total of Samaritans volunteers, so comparisons in the total number of volunteers cannot be made with previous years.

We responded to over 46,000 calls for help through online chat and spent over 27,000 hours doing so. There were chat shifts on 265 evenings (72%) in 2022, with 77 branches and nearly 2,000 volunteers delivering this service. Among the people who used the service and opted to give feedback, 50 per cent had contacted Samaritans before, 94 per cent said that they would use the online chat service again, and over 80 per cent reported a reduction in their level of distress as a result of using the service.

This year, our prison Listeners responded to 35,609 face-to-face call outs in prisons through our Prison Listener scheme. To better understand their experience, we consulted with Listeners about their role. We also undertook an internal volunteer recruitment campaign which attracted more than 100 expressions of interest.

The Irish Prison Service, Northern Irish Prison Service and Samaritans celebrated the 20th anniversary of the Listener scheme in Ireland and Northern Ireland. The programme is now operational in every prison in Ireland, with 15 Listener schemes in 13 prisons supported by over 80 volunteers from Samaritans branches. The Irish Prison Service (IPS) rolled out in-cell phones, which led to a tenfold increase in prison calls in Ireland, to more than 35,000 per year. In Northern Ireland, the programme is operational at Magilligan and Maghaberry prisons.

We expanded our Correspondence service so that anyone who needs emotional support in Welsh can send a freepost letter. Our Welsh Language Scheme was first approved by the Welsh Language Commissioner in 2014 and our dedicated Welsh language line has been helping Welsh speakers who need emotional support since 2010.

Our service expansion pilot programme has continued to grow and develop this year. Our London City Hub answered more than 5,000 online chat contacts. Sevenoaks Samaritans answered more than 12,000 phone calls, while our new location in Bradford answered more than 3,300 phone calls. We also supported Samaritans of Northumbria (Ashington branch) to open a new satellite location in Berwick-upon-Tweed and though we experienced some delay, our second campus-based location in Chelmsford in partnership with Anglia Ruskin University became operational in May 2023.

We worked with branches across Yorkshire and Humberside on our ongoing Hours of Need project, exploring how we can increase the capacity of our phone service during twilight and night hours. This project focused on how we can raise awareness of key hours of need among all our listening volunteers, share existing best practice across our branch network and investigate sustainable approaches to help us tackle this longstanding challenge together.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- We wanted to introduce a centralised listening volunteer duty rota as a pilot trial but were unable to launch in 2022.
- We were unable to roll out our online chat service across the entire branch network.
- Our online chat training update has been paused awaiting the outcomes of the quality audit and implementation of new technology.
- We were unable to undertake the necessary research to develop a prioritisation framework to ensure that the listening service meets the needs of people in different at-risk groups.

Reach

We're here for anyone who needs us, so we are working to become more visible and relevant, particularly to a more diverse range of people and communities, so those who might need us most, trust us and know we're here for them.

What we said we would do

- Secure contract to pilot a wellbeing support line for veterans and complete a coproduced strategy report with SSAFA, the Armed Forces charity, to help support veterans and the wider military community.
- Develop an outreach strategy, supporting service specifications and training.
- Explore approaches to provision of tailored support to at risk groups / those with accessibility requirements.
- Improve our ability to respond to local need through creating a 'map of need' showing national, regional and local nuance around suicide prevention.
- Take action to reach a more diverse range of people who could benefit from Samaritans' support, such as those who are marginalised or living in deprivation.

What we did this year

We launched the pilot of our dedicated emotional wellbeing support line for veterans, the Veterans Support hub helpline, in September 2022. The service now receives around 100-150 emotional support calls from veterans each month and continues to grow. This service will fully launch in March 2024. It will be closely linked with our military online chat service and other avenues of support to ensure that the military community has as many options as possible to receive emotional support.

We also continued to promote the Samaritans Veterans app which has been used by over 3,600 members of the military community since its launch in October 2021. The browser version has a 76 per cent user engagement rate and over 46 per cent of users regularly re-visit. The app has received two awards this year, the Bronze award in the 'Mobile Learning Experience' category at the International E-Learning Awards 2022 and the Silver award in the 'Innovation in Learning' category at the Learning Awards in February 2023.

We completed our coproduced strategy report with SSAFA to help support veterans and the wider military community experiencing suicidal ideation. The strategy report included a detailed evidence review and gap analysis which was conducted by the University of Bath. We also asked veterans within our own Lived Experience Panel to help us better understand some of the challenges faced within the community, which in turn informed which recommendations we put forward within the report.

In Ireland, we set out to raise awareness of Samaritans in rural communities, working with the dairy industry to have Samaritans' helpline signage featured on approximately 500 milk trucks and agri-feed vehicles owned by some of the country's largest co-operatives. The new partnership with milk processors – who are all members of the Ibec group Dairy Industry Ireland (DII) – aims to raise awareness of our service among farmers and other people in rural Ireland, especially those living or working in isolation.

Samaritans Ireland marked the Longest Night of the year on the Winter Solstice to remind those struggling to cope that our helpline is open during their darkest hours. Overall, 140 heritage sites, public buildings and companies joined our national campaign to light up in green, including the Department of Health, The Rock of Cashel, Bunratty Castle, Slane Castle, Kilkenny Castle, Cork City Hall, several universities, and county council offices across the county.

In Northern Ireland, we continued to reach out to local communities through the work of our local branches, our collaboration with other mental health groups, our continued partnership with the Gaelic Athletic Association (GAA) and our work with the Northern Ireland Prison Service Listener Scheme, which has just marked its 20th anniversary. Our small staff team in Belfast continues to drive forward what Samaritans stands for and, for the first time, we have a growing presence on social media.

In Scotland, our West Highlands and Skye project made good progress, with caller awareness adverts in local newspapers and websites, radio and print adverts promoting our workplace training offer, and our project staff appearing on local radio show Wellbeing Wednesday on Radio Nevis. We have started delivering 'Conversations with Vulnerable People' training from Samaritans Training and Engagement Programmes for workplaces. This will run throughout 2023. Advertising for volunteer recruitment in the area is being developed and will be going out over the summer.

In Wales, we established a Community Development Project to deliver a series of engagement and partnership interventions that will address the needs of at-risk groups, with funding from the Waterloo Foundation.

We launched phase six of our Small Talk Saves Lives campaign in partnership with Network Rail, British Transport Police and the wider rail industry. Running from 21 February until 12 March, the campaign encouraged people to look out for those who may be at risk and to trust their instincts and start a conversation to interrupt their potentially suicidal thoughts.

Over 80 branches took part in station and community events to raise awareness of the importance of small talk in their local communities. As part of the campaign launch, we hosted a successful event at Manchester Piccadilly Rail Station. Volunteers from local branches invited members of the public to practise their small talk in exchange for a hot drink at our No filter café. Over 80 branches took part in station and community events to raise awareness of the importance of small talk in their local communities. Our Small Talk Saves Lives events were attended by a host of politicians including the Secretary of State for Transport, the Minister for Rail, the Shadow Secretary of State for Transport, the Mayor of Greater Manchester, Leader of Manchester City Council and the Metro Mayor of the Liverpool City Region.

We encouraged everyone to catch up over a cuppa on Brew Monday on 16 January, aiming to bust the 'Blue Monday' myth. Samaritans' branches organised over 50 station events, plus Brew Monday community events in places like libraries, hospitals, shopping centres and sports clubs. We also held a parliamentary drop in event in Westminster on Brew Monday attended by over 30 parliamentarians, keen to show their support for Samaritans.

We had our most successful Brew Monday yet on social media. For the first time ever, we succeeded in getting the #BrewMonday hashtag trending at number two on Twitter. Brew Monday achieved a range of press coverage, including The Sun, Mail Online, Independent and BBC1's Sunday Morning Live. The campaign secured a total of 295 individual pieces of coverage, with an advertising-value-equivalent (AVE) of £1.2m.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- The launch of our volunteer recruitment campaign for the Veterans Support Hub was planned for this year but was delayed. It has taken longer than expected to find and engage branches that are near to veteran or military communities and have capacity to recruit and train additional volunteers. We also needed to wait for our new Samaritans Training School to be set up before launching the campaign so that any volunteer candidates could be interviewed and trained through a central point, reducing the demand on our branch network.
- We were unable to complete work on a 'map of need' showing national, regional and local nuance around suicide prevention.

Impact

We're working to make suicide prevention a priority nationally, regionally and locally for governments, public services and businesses, so that fewer people die by suicide.

What we said we would do

- Expand work in Ireland, Northern Ireland, Scotland and Wales to influence government and public bodies.
- Pilot regional influencing in England, with staff dedicated to engaging with the regional system and working to support branches in suicide prevention groups and other community outreach work, building on experience and work already underway in Nations.
- Develop influencing in Ireland, Northern Ireland, Scotland and Wales, working to support branches in suicide prevention groups and other community outreach work.
- Enhance our ability to support responsible communications through expanding our media advisory service to reach additional communicators/sectors.
- Develop our public affairs, policy and campaigning capacity: [expanding lived experience voice](#), broadening policy focus, developing engaged supporters helping to achieve our priorities and broadening our function to support service delivery.
- Expand and enhance [our research](#) function through developing and rolling out an organisation-wide programme of research into issues and what works, influencing the research agenda, appropriate 'translation' and engagement.

What we did this year

In England, we inspired more than 200 Samaritans campaigners to give their views direct to the Government to inform a new suicide prevention strategy for England, further strengthening the voice of people with lived experience. We made the case strongly throughout the year for a new England cross-government suicide prevention strategy and the Government has now committed to publishing a stand-alone strategy on suicide prevention.

In the autumn, we launched the public campaign *Saving Lives Can't Wait*, calling on the Westminster Government to commit to reaching the lowest national suicide rate ever recorded. We held fringe meetings at Labour and Conservative Party Conferences on our asks of the new strategy, which included the voices of people with lived experience, which delegates told us was incredibly powerful. Jason McCartney MP, Vice-Chair of the All-Party Parliamentary Group on Suicide and Self-Harm Prevention mentioned our campaign on the floor of the House of Commons.

In Northern Ireland, we developed and promoted key priorities for preventing suicide, gaining support from the Health Minister and Justice Minister, as well as all political parties. We also partnered with Start360, a voluntary organisation working to improve mental health in Northern Ireland, to host a hustings event coming up to the Northern Ireland Assembly Elections. All political parties were invited to attend together with the voluntary and community sector as well as colleagues within the statutory sector. This allowed Samaritans to engage with candidates standing in the Assembly elections and to promote our key policy priorities to other community and voluntary organisations. We held a mental health seminar on 22 February at Parliament Buildings, Stormont, where we shared findings from our Impact Report as well as our strategic priorities for 2022 to 2027. We developed a Northern Ireland Action Plan, which will complement Samaritans' overall strategy.

In Scotland, we have continued to engage with Scottish Government, including in the development of the Mental Health and Wellbeing Strategy and the Self-Harm Strategy. We have had several engagements with the Minister for Mental Wellbeing and Social Care, including meetings of Scotland's Mental Health Partnership. We continue to influence the delivery of Scotland's Suicide Prevention Strategy: *Creating Hope Together*. The new Delivery Collective will be led by four strategic partners, each overseeing one of the outcomes. We successfully bid to be Outcome Lead for the first outcome – to ensure that the 'environment we live in promotes conditions which protect against suicide risk – this includes our psychological, social, cultural, economic and physical environment'.

In Wales, we chair the Welsh Government Cross Party Group (CPG) on Suicide and Self-Harm Prevention and continued our role as active members of the Wales Alliance for Mental Health (WAMH), the anti-poverty coalition, and the Wales NHS Confederation Health and Wellbeing Alliance. We were also invited to be members of the national advisory group for the Excluded Lives Project. This is a multi-disciplinary project across the four jurisdictions of

the UK which aims to explore the consequences of school exclusion on children and young people. Our team in Wales have also worked extensively to call for the statutory inclusion of mental health education in the new curriculum which has been achieved. As a result of this work, we were invited to be members of the Welsh Government Stakeholder reference group on the whole school approach in 2023.

This year we remained focused on the Online Safety Bill as it continued to make its way through Westminster. We are working to ensure that the crucial support that people find online continues to flourish, while reducing access to harmful and dangerous suicide and self-harm content. We worked alongside our fantastic campaigners to make the case for the Bill to prioritise suicide and self-harm. They helped us reach 95 per cent of all the MPs in the House of Commons. The Government has made it a priority to amend the Online Safety Bill to include written illegal suicide content and it has said that they will create a new communications offence of encouraging or assisting self-harm, recognising that there is a gap in the existing law on malicious communications. This means that illegal self-harm content will also be a priority in the new online safety laws.

We secured an important change to the regulation of video-on-demand services, responding to a consultation from the Westminster Government in which we called for the same level of protection for UK audiences irrespective of whether they are viewing content on-demand or via a traditional broadcaster. The Government has now confirmed that they will ask Ofcom to create a code to ensure all TV-like content will be subject to similar standards.

Our online excellence programme continued to improve and shape practice. We released a ground-breaking piece of research into how social media users experience self-harm and suicide content, with the University of Swansea. We also launched an e-learning course for mental health practitioners, aimed at instilling in them the confidence to discuss online behaviour with their clients. Over 85 per cent of learners say they would immediately put learnings into practice.

We provided guidance through our industry guidelines pages which received over 2,915 views as well as directly to organisations through our online harms advisory service. This included an app provider with over 300 million users worldwide and a games platform with over 5 million games played a day. Our toolkits to help users equip themselves with ways to stay safe when viewing or posting content relating to self-harm and suicide were viewed over 6,100 times and our new practitioners' guidance pages had a total of 5,600 unique page views in just one quarter.

Our work to support informed and safe coverage of suicide and self-harm in the media continues to have a positive impact. Our media advisory team monitored nearly 6,000 news articles in 2022 and worked hard to increase signposting to sources of support to three-quarters of suicide related stories.

Samaritans have delivered 60 media guidelines training sessions to media and non-media audiences. We have also now expanded this training to journalism university students – so far we have delivered training to six universities. We worked with Universities UK and Papyrus, a UK charity for the prevention of young suicide, to produce new guidance on *How to respond to a student suicide* in a university setting. We have embarked on a programme of work to reduce associations of suicide with outdoor locations, in collaboration with East Sussex County Council.

We worked with lots of researchers and producers of soaps, dramas and documentaries. These have included Coronation Street, Casualty, EastEnders, Emmerdale, Hollyoaks, Silent Witness, Screw, and documentaries including BT Sport's After the Roar and a Roman Kemp documentary covering youth mental health. Some of this work created opportunities to highlight our media guidelines work in the press. These included work with EastEnders on a long-running youth mental health and self-harm storyline, and work with Emmerdale on a male mental health storyline.

Samaritans have continued providing advice and guidance for suicide interventions at high-risk locations. We have given bespoke advice for these interventions and prevention measures to 25 city/county councils and 23 other organisations. To support this important work, we have partnered with the Safer Public Spaces Network, a practitioner network for people working on high-risk locations, to be part of the coordinating body and drive the network forward. We have also continued to support and influence the implementation of National Highways' suicide prevention strategy through the development and review of the guidance, including regional engagement and communications plan, as well as providing advice and guidance for interventions at high-risk locations.

We have continued hosting the National Suicide Prevention Alliance (NSPA), which has grown significantly over the last year, to more than 1,600 organisations and individual members. We supported them to deliver a highly successful 9th annual conference in January 2023 and a series of online discussions throughout the year creating spaces for shared learning. These discussions have been shared with the Department of Health and Social Care to inform the Government's new national suicide prevention strategy.

The NSPA's Lived Experience Network continued to grow and now has a panel of over 400 people and 32 trained Lived Experience Influencers, who have taken part in a range of activities to influence suicide prevention. This included informing Government strategy, public speaking at a range of events, and working with a range of other influential organisations to inform, influence and co-produce suicide prevention work. The NSPA has also continued to work with a range of organisations to promote good practice when involving people with lived experience in suicide prevention work.

We also continued to host the Support After Suicide Partnership (SASP), with a focus on increasing engagement with its membership and prospective members, improving practice among suicide bereavement services and influencing government spend. This year they have been focusing on specific groups affected by health disparities: children and young

people, people affected by domestic abuse and suicide, Gypsy, Roma, and Traveller communities and people who identify as LGBTQ+. They have increased membership from organisations that represent these groups and delivered a series of activities including a webinar on suicide bereavement involving domestic abuse, a roundtable with organisations representing Gypsy, Roma and Traveller communities to develop best practice guidance, and research into the experience of suicide bereavement among people who identify as LGBTQ+. SASP has also secured £196,000 from NHS England to continue its work to support the delivery of commissioned suicide bereavement support services across the country.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- We are continuing to work to finalise contracts for the next three-year phase of the Online Excellence Programme but given the turbulence in the tech sector with redundancies, gaining the commitment for financial support is proving tricky.
- Due to Northern Ireland having a non-functioning government, it has been difficult to get movement on policy priorities. We have also had to hold off on our planned research into social deprivation and suicide until we find suitable funds.

Capacity

We're working to meet the high demand for our services by recruiting more people, from a diverse range of communities, and giving them the support they need so they stay with us longer and work effectively together as one Samaritans team

What we said we would do

- Begin to restructure/realign organisation-wide roles and responsibilities including understanding where to introduce more paid staff and support volunteers locally and more volunteer roles in central charity.
- Develop an engagement plan so volunteers and staff understand and feel ownership of the working and structural changes that will be necessary to deliver the new strategy.
- Support more [inclusive and diverse recruitment](#) of new volunteers.
- Introduce competency-based recruitment (building on pilots) to senior volunteer leadership roles.
- Support volunteers, where needed, with training to be more technology confident and competent.

What we did this year

We introduced a new volunteer leadership role and recruited four new Directors of Branch Operations. Until 2022, our Regional Director team was led by the (volunteer) Chair of Regional Directors – a role which was held by a single individual who was also a member of our Board of Trustees. After the Council of Samaritans reviewed the responsibilities of this role, the previous Chair of Regional Directors position has now been replaced by four new Director of Branch Operations roles to help make the role more manageable and appealing. Together, these four volunteer leaders share the responsibility for guiding and supporting our regional director group.

We launched a review of the role of our Branch Directors. We invited our Branch Directors to complete a survey, offering the opportunity to share their thoughts and feedback to ensure that our volunteer leadership roles are achievable and appealing to all our volunteers. Following on from the results of the survey a Branch Director and Volunteer Leadership review has been launched and will continue into 2023.

We carried out updates to our volunteer learning resources and continued improving our training for volunteers by working with a volunteer accessibility testing group. This year, we also supported our written word services by creating a new digital module for those offering support by email and updating the learning for our Correspondence branch. We also redesigned the outreach learning for volunteers, to support our strategic priority to be more visible and relevant to a more diverse range of people and communities.

We focused on delivering quality training to volunteers in order to support them in delivering a safe, effective and positive experience to the people who contact us, updating our Core Development Programme and embedding training to reflect our new procedures. As some branches looked to return to supporting callers face-to-face, we also created new training and service specifications to help them support people safely in their branch.

We engaged staff and volunteers with our new strategy through a comprehensive engagement plan, followed by EDI action plan engagement. We continued to support staff and volunteers with the new strategy in its foundation year through additional comms plans around structural changes, events, webinars and reiterating the new strategy in day-to-day comms.

We developed and rolled out new training for staff this year, covering vital areas such as safeguarding, GDPR, phishing awareness, and equity, diversity and inclusion. We introduced a series of short training modules for staff, covering a range of topics such as mindfulness, assertiveness and unconscious bias. We also continue to run *Who we Are and What we do* sessions for new joiners to help them understand Samaritans, our vision, mission, values and the key policies that underpin our listening service. We cover wellbeing as part of staff induction, and have a number of Mental Health First Aiders among our staff team.

We refreshed our mediation programme and launched a new volunteer concerns and complaints procedure. As part of our response to the 2022 review of our volunteer concerns and complaints process, we launched an organisation-wide mediation service for all volunteers. The aim of mediation is to facilitate and resolve conflict through empathy, mutual understanding and creative and collaborative problem solving, mutually agreeing a resolution. Mediation is now accessible to all volunteers via a group of trained mediators. We've also updated our volunteer concerns and complaints procedures to make sure that any problems that come up are managed consistently and in a timely manner, through a fair and more transparent process. For issues where informal resolution hasn't worked or isn't appropriate, our new centrally recruited and trained team of volunteer Investigation, Hearing & Appeals Officers (IHAs) provide a robust, impartial and objective process for investigating all concerns and complaints.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- Our staff leadership development has unfortunately been deferred until 2023/24.
- Listener Core Training will be reviewed as part of 2023/24 annual updates to our Core Development Programme and embedding training.

Sustainability

We are working to ensure our long-term sustainability by securing the support needed to keep us strong and taking steps to ensure our activities and organisation are fit for the future.

What we said we would do

- Design and roll out a digital roadmap that enables Samaritans to effectively reach, connect and engage with audiences.
- Undertake further work to understand how to grow Samaritans' 'workplace training' market share through development and expansion of course variety and content, delivery methods, greater understanding of needs.
- Enhance business relationships / corporate partner experiences including improved communications and brand partnerships.
- Design and implement an organisation wide approach to identifying and reporting on programmes which supporters can raise funds for.
- Design/commission supporter data strategy and readiness to prepare the foundation for a new supporter database in 2023/24.

What we did this year

We focused on listening to our supporters, testing new ideas and evolving our fundraising work to ensure our income is sustainable for the future. We worked closely with our supporters and insight to create some successful pilots this year including Dawn Walk where over 700 people walked at the break of dawn. The Night Shift, a new online streaming challenge where fundraisers streamed for four-hour shifts through the night in appreciation for the four-hour shifts our volunteers commit to 24/7. We commend the wonderful creative support including a Mr Blobby face painting stream and the fundraiser who reviewed their old school reports and childhood memories for four hours! We know we can't stand still and have explored new fundraising channels to reach new supporters for example our new fundraising TV advertising campaign and building new activities like yoga into Facebook Challenge campaigns.

Over 34,000 new supporters stood shoulder to shoulder with us this year. Staff and volunteers joined 'Thanking Day' sharing our appreciation for the unwavering loyalty of supporters and recognising new supporters who donated to campaigns like the award-winning winter 'Break the Silence' and fundraisers who joined us to walk, jog or run Samarathon; the distance of a marathon in the month of July. Throughout the year, thanking supporters and communicating the life-saving impact supporters have made with their support is important to building long-term relationships.

We launched Samaritans Training and Engagement Programmes (STEP), evolving our workplace training to align with our continued growth and the expectations of our new customers. We built on the previous year's success to deliver 537 courses to 5,764 people from over 150 organisations, raising over £800,000 and achieving the highest-ever income derived from our training courses. The scope of our client base has diversified significantly; we still maintain relationships with a wide range of public sector bodies, local councils and blue light services, and we have extended our reach to work with a broad range of corporate organisations. We have also answered the call to support staff and clients from large customer-facing organisations during the cost-of-living crisis and have delivered a range of specialist training courses designed to increase confidence and resilience amongst workforces.

We raised over £2.7 million with the support of our corporate partners. This year we expanded our engagement via webinars, reaching hundreds of our corporate partners' staff through topical webinars, which scored an average of 8.4/10 for speakers, content and experience.

Samaritans' partnership with The Lord Mayor's Appeal has raised over £2 million over four years. In this last year of the partnership, The Lord Mayor's Appeal raised £180,000 in support of Samaritans. Rich Bartlett, Samaritans volunteer and Deputy Director of London City Hub, delivered a speech at The Lord Mayor's Appeal's Impact Reception in November 2022, outlining the impact of the appeal's investment in Samaritans' online chat and flexible volunteering model.

Standard Life became a founding partner of Samaritans' Training School, a new initiative to train and recruit 400 new listening volunteers, between January 2023 to December 2024, to provide life-saving emotional support. Standard Life is a part of Phoenix Group, which raised £350,000 last year through a range of initiatives spanning fundraising events, virtual challenges, payroll giving schemes, and corporate donations. Our charity partnership with Phoenix Group, the UK's largest long-term savings and retirement business, extended to people-led activities and skills sharing, equipping Phoenix Group colleagues with the skills to spot and provide support for anyone who might be struggling to cope. Phoenix Group has provided training courses from Samaritans Training and Engagement Programmes (STEP) workplace training courses to equip colleagues with listening skills. A new e-learning module, co-developed with Samaritans and Cowry Consulting based on Samaritans' existing listening wheel, launched in early 2023 to give more colleagues access to Samaritans' skills and expertise.

Samaritans' partnership with Three won multiple awards, including at the Corporate Engagement Awards 2022, securing Best Collaborative Approach, Best PR and External Communications and Best Alignment of Brand Values through a Sponsorship Activity for our Better Phone Friend campaign. Through the partnership with Three, a connectivity company with 9.5 million customers in the UK, a new initiative was launched to improve support available for business owners during the cost-of-living crisis, by providing free wellbeing courses for business owners.

Samaritans continued to develop strategic partnerships with key sectors including construction, highways, finance and transport. British housebuilding firm Cala Homes raised over £115,000 during the year for Samaritans through corporate donations and the fundraising efforts of staff, suppliers and subcontractors. For several months in early 2023, Barclays displayed Samaritans' caller awareness advertising, promoting the helpline across around 1,650 ATMs and 280 Barclays' branches, with a combined total of around 500 screens. We secured several new partnerships this year, entering charity partnerships with organisations including Unbiased, Price Bailey LLP, AIB UK, and First Bus.

What we were not able to achieve

There have been a number of external factors which have impacted our ability to raise funds. Cost of Living concerns, largely led by inflation reaching a 41-year high in October 2022, meant that when polled, 69 per cent of the public indicated they would need to make spending cuts in 2022, including 17 per cent who indicated they would cut charitable giving. 24 per cent of people reported that their charitable behaviour would need to change as a response to increases in everyday costs³. Alongside broad reductions in charitable giving across the sector, there was a significant public response to the war in Ukraine with over

³ cafonline.org/docs/default-source/about-us-research/uk_giving_2023.pdf

£400m being raised in the first year⁴. This combination of factors meant that whilst tightening their belts, many donors who were still giving often directed it to overseas aid.

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- This year we had planned to refresh our Wellbeing in the Workplace e-learning programme but this was delayed due to lack of team capacity.
- The launch of a new partner fundraising platform was delayed until 2023/24.
- Under the STEP programme, the assessment and potential development of an e-learning version of our Listening Skills offer for commercial organisations with large customer service teams or call centres was delayed.
- We were unable to implement an organisation wide approach to identifying and reporting on programmes which supporters can raise funds for this year.
- There has been a delay in designing the supporter data strategy for a new supporter database in 2023/24.

Principles

Equity, diversity and inclusion (EDI)

We strive to make Samaritans more diverse and inclusive, both through our people and the people we connect with and support. We're working to make sure that we are responding to people's needs in a way that is relevant and meaningful to them and their circumstances.

What we said we would do

- Make significant progress in our commitment to equity, diversity and inclusion (EDI).
- Implement strong EDI foundations for now and for the future of Samaritans.
- Work closely with a wide range of stakeholders to ensure that we are representing and responding to the needs of minoritised communities across the UK and Ireland.
- Build relationships, listen to needs and engage people in our work and take a One Samaritans approach at every opportunity.

⁴ [Ukraine Appeal One Year On - How Your Donations Helped - DEC](#)

What we did this year

We published our new EDI commitment and five-year goals, following an extensive organisation-wide review in 2021/22 of how we're representing and responding to the needs of minoritised communities across the UK and Ireland.

We launched our 18-month EDI learning project which aims to create and deliver a dynamic learning plan to respond to the EDI learning needs of our staff and volunteers. The project has started its first phase, to undertake research that will inform the design and delivery of EDI learning for all staff and volunteers.

We held disability awareness and reasonable adjustments training for Regional Directors and a Branch Director from each region. We have also been working with our Internal Communications and People teams to create and share guidance around making reasonable adjustments for staff and volunteers.

We published a new policy statement on ethnicity and suicide outlining how suicide rates vary between ethnic groups and identifying key changes needed, including the routine recording of ethnicity on all death certificates.

We listened and learned about challenges and successes for EDI in our geographic areas after hearing about the work happening in all corners of Samaritans across the UK and Ireland and considering varying Equality Legislation. We have a three-year locally funded EDI Project in Scotland, involving four pilot branches across Scotland that are championing EDI in their branch.

To further support branches' outreach work, we have started building a platform on our intranet to share stories and guidance for doing outreach amongst minoritised communities.

We continued working to support our diversity network groups. There are three active groups (Samaritans of colour, Disabled network, LGBTQIA+ Network) at Samaritans. We have supported the groups by promoting them to staff and volunteers and supporting Chairs with organising meetings with members. We are also in the process of creating some new EDI roles for volunteers including a specialist panel who will work closely alongside the EDI staff team, providing EDI subject matter expertise for both staff and volunteers.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- We have gone through periods of slow progress and there has been a delay in the Diversity and Equality Policy, which will not be updated until 2024.

Personal experience

We're making sure the voices of people with experience of suicidal feelings, suicide attempts, self-harm, or bereavement by suicide are central to and shape all our services, products, campaigns and activities.

What we said we would do

- Create more opportunities for people with personal experience of using our services, and of suicide and self-harm, including those bereaved, to share their views and experiences with us.

What we did this year

This year we continued the expansion of our Lived Experience Panel to help shape and improve our influencing work, service development, and research and evaluation work. After launching the Lived Experience Panel last year, which is comprised of people with lived experience who take part in fortnightly research activities to inform a variety of Samaritans activities, we now have 523 members, a 32 per cent increase on last year, and have received 880 responses to the surveys we've sent out.

Within this Lived Experience Panel, 88 per cent have experience of suicidal thoughts, 51 per cent have lived experience of suicide attempts, 59 per cent have lived experience of self-harm, 39 per cent have lived experience of bereavement by suicide and 58 per cent have lived experience of using Samaritans' services. Their experiences and input have played an essential role in shaping the work we've accomplished this year.

We are creating and promoting paid lived experience roles for people to get involved on a freelance basis as equal partners in some of our decision-making. This will include roles on some of our board sub-committees, within our ethics process and co-design in our policy and influencing work.

We have recruited a Head of Lived Experience, our first ever senior Lived Experience role, to further develop our approach to lived experience; over the coming year we will be co-designing a Lived Experience Strategy. During this process people with lived experience, staff and volunteers will work together to refine our ambition and plan how we will meaningfully embed lived experience throughout the organisation and our services.

Safety and quality

We've set out to ensure a safe, effective and positive experience for all those who come into contact with Samaritans' services

What we said we would do

- Further improve our safeguarding practice and the quality of the services we provide through enhanced guidance, procedures, training, and monitoring – including:
 - Implement the next phase of safeguarding improvements.
 - Complete a review of the Quality Outcomes Framework.
 - Implement changes to significantly reduce misuse of service.
 - Launch balanced scorecard and branch quarterly performance reporting.

What we did this year

We made significant advancements with our quality and service improvement programme which includes quality hub activity, auditing, developing our feedback service and quality management activity.

The quality and service improvement hub now routinely listen into contacts from across UK branches as well as checking emails and online chat and providing essential feedback information for branch volunteers. There are 80 volunteers in the hub supported by a volunteer and staff team.

As part of the service improvement programme we completed a service-wide quality audit, which covered all contact types. The findings are extremely encouraging in terms of quality and safety of contacts with over 99 per cent of contacts classified as satisfactory or above.

Birkbeck University completed an independent review of our internal quality review processes. The work highlighted many areas of good practice around approach and methodology as well as some development opportunities which we will continue to embed.

In addition to the project quality activity the team have been raising awareness at branch and regional meetings where they've shared the activities of the hub and promoted the importance of quality being everyone's responsibility to monitor and uphold.

Under our quality management programme of activity, we completed 65 quality reviews with branches across the UK and Ireland, which equates to 33 per cent of all branches. Quality reviews take place as part of a 3-year cycle and focus on assessing if branches are meeting quality outcomes as well as outlining any development areas to focus on. As part of the improvement programme we have recruited 12 new quality mentors to support this quality review process.

We actively monitor feedback about the service our callers receive in order to make service improvements where required. This year 726 callers fed back about our service. Feedback includes both complaints and positive feedback and all complaints are investigated. 726 contacts represent 0.023 per cent of all contacts received by Samaritans services.

We continue to ensure that people who contact us receive a safe service. We have developed our caller support and safeguarding hub which launched last year and now handles all caller support and non-urgent safeguarding concerns, providing a 24/7 support line to branches. This year we introduced a new Branch Hub Liaison role to act as a conduit between branches and service hubs, achieving implementation in over 60 per cent of branches, and enabling swift feedback on referral outcomes.

A robust safeguarding plan for Ireland was established, which includes the roll out of a new dedicated support line for safeguarding, a new statement for safeguarding, and plans for increased central support for designated lead officers in Ireland.

We have launched new training on applying our key policies across the volunteer network and best practice in email conversations training. We have also reviewed our signposting list and significantly streamlined the process for updating so it remains relevant and responsive.

As part of our service development agenda, we have gathered a deep and broad range of evidence to inform our review of our services as they relate to children. This included research with young people, external mapping, an outreach review, data analysis, focus groups with a wide range of volunteers operating specialist services, and surveys and interviews with other charities.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- This year due to funding issues and a lack of resources, we had to suspend our work towards exploring the application of the ISO Quality Management Standard and preparation to seek accreditation.

Evidence-based

We use research, evidence, insight and data to inform all our services, activities and digital offerings.

What we said we would do

- Continue to build and share our knowledge of suicide prevention and risk factors for suicide and self-harm.
- Design and deliver a programme of research to support our internal Children's Review.

- Work more closely with external partners to build an evidence base for people in prisons.

What we did this year

We lead the Suicide Prevention Consortium (SPC), which aims to bring the expertise of organisations in the SPC and the voice of those with lived experience directly to policymakers, to improve suicide prevention in England. This year we explored what effective suicide prevention support looks like for [LGBTQ+ communities who use alcohol and experience suicidality](#), the relationship between [economic disadvantage, suicide risk and self-harm](#) in people's own words, as well as heard views from people with lived experience on the new national suicide prevention strategy in England. This consortium is a partnership with the National Suicide Prevention Alliance, Support After Suicide Partnership and With You.

We are commissioning research in Scotland to more fully understand the experiences of people who have experience of insecure, independent and isolated work, low pay and other issues around employment, and experiences of suicidal distress or self-harm. The final output from this research will be a policy report which will set out recommendations to influence policymakers in government at the local, Scottish and UK level. It is expected that the research project will conclude by the end of September 2023 and the team will publish a report of the findings shortly after.

Samaritans Ireland released brand new research, showing how the stigma of self-harm impacts everyday life. The study, *An Open Secret: Self-Harm and Stigma in Ireland and Northern Ireland*, is the first of its kind in Ireland and highlights that stigma has the power to silence, shame, and push those who struggle with self-harm into secrecy. A total of 769 adults from across the island of Ireland took part in the research.

We heard directly from young people who have engaged with our services and were able to understand, for the first time, their experiences as child callers. We did this by working with YouGov to carry out a nationally representative online survey of over 2,500 young people aged 16-24 years. This was done alongside commissioning and translating a literature review examining the feasibility, acceptability and effectiveness of emotional support services for children.

We delivered a comprehensive review of suicide prevention strategies in London prisons for the Suicide Prevention in London Prisons Steering Group, as well as contributing to additional suicide prevention workstreams using current evidence on the suitability and effectiveness of suicide prevention training. We have also worked with the steering group to explore how to include the lived experience of people in prisons in this research, applying our expertise in qualitative research, lived experience, and research ethics.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and conflicts with capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- Unfortunately, many core research engagement activities had to be put on pause this year whilst the team was under-resourced.
- Team capacity also meant that we were unable to undertake primary research with women in prison and female Listeners for a research project to inform the development of the Postvention scheme for the female prison.
- We designed a multi-year, multi-method research programme this year to understand the impact of crisis signage in high-risk locations, but were unable to commission the first phase of this research, which will now continue into 2023/24.

Vocal and visible

We continue to raise our voice and campaign on the issues that matter to us, particularly those that directly or indirectly impact people's risk of suicide, such as inequality, deprivation, prejudice and unfair treatment.

What we said we would do

- Communicate in a clear, consistent and compelling way to engage with people who use our services and build trust with volunteers, donors, supporters and partners.
- Research the factors that drive suicide and use it to recommend policy changes needed to save lives.

What we did this year

Samaritans featured prominently in the media throughout the year, with our funding call ahead of the March budget receiving 140 pieces of coverage on the day, while our reaction to the Chancellor's statement secured a further 161 articles over the next two days for a total advertising value equivalent of £1.1 million and a total opportunities-to-see (OTS) figure of 43 million. The Daily Telegraph also ran an exclusive interview with Samaritans' CEO Julie Bentley about the Online Safety Bill and our concerns while we continue to broaden our reach with a self-harm feature piece on the lifestyle website Refinery 29. Further highlights include fundraiser Paul Grundy's disability trike hike up Ben Nevis being featured in the Daily Mirror, volunteer Roxy McCarthy appearing on Steph's Packed Lunch for a feature on festive heroes, a stigma-busting piece about self-harm in the Metro and The Times reporting our call to end standardised risk assessments.

We called out the Daily Mail on Twitter for some irresponsible journalism about the construction industry. Our Twitter thread achieved 1.3 million impressions and was our most-liked tweet ever, hitting 16.5k likes. We will continue to use our social media presence to speak out on the issues that matter to us.

We surveyed the public to better understand Samaritans' brand awareness and the public's understanding of what we do. The results of the most recent survey show that when prompted 86 per cent of people have heard of Samaritans and 76 per cent of people have a great deal of trust in us.

We grew our social media audience by 12.8 per cent and had over 2 million engagements with our content on social media. Our focus on quality over quantity on social media has resulted in our engagement rate growing by 17.2 per cent.

Samaritans spoke out about the cost-of-living crisis, calling for action from the Government to address its impact on mental health. In collaboration with 16 other charities, we wrote to the UK Prime Minister in November 2022 about the disproportionate impact the cost of living is having on people's mental health and the lack of action in response to its effect on the nation's mental health services. We implored the Government to address this emerging national emergency and support those on the lowest incomes, who are most at risk of experiencing mental health problems and are at higher suicide risk during these difficult times. In March 2023, we once again called on the Government to invest more in crucial suicide prevention and mental health support as our helpline was receiving record numbers of first-time callers worried about finances or unemployment.

Innovation and technology

We encourage innovation and work to keep pace with developments, so that we can offer up-to-date and responsive services to the people who contact us, and the most effective platforms for our people.

What we said we would do

- Ensure that branches are able to carry out their vital service by supporting them with up-to-date technology.
- Future-proof the branch-wide area networks to ensure that branches can continue taking calls from the 116 123 line beyond 2025.

What we did this year

We continued to improve technology in our branches. This year 99.5 per cent of our branches are using ChromeOS devices and 96 per cent of all Link (call management) activity is now performed on ChromeOS.

In Ireland, we made new upgrades to our telephony system and branches. We installed new phones and extra duty stations in several branches post-pandemic and started the process of expanding into three new satellite branches. We have signed a contract for an upgrade to our current system in Ireland after a detailed design and negotiation phase and have also aligned support with the rest of the organisation. By the end of the year, we hope our branches in Ireland will be fully aligned with the rest of the organisation in governance and management of the phone system. We also introduced call barring in Ireland this year to address a number of misuse issues occurring with our helpline. This is to make sure volunteers are not exposed to abuse and that our lines are open for those who genuinely need to get in touch about anything that's troubling them.

We now have 766 volunteers across three virtual hubs for Email, Quality and Caller Support and Safeguarding. These hubs are equipped with softphone technology and Chromebooks to allow them to deliver their service out of branch.

We launched a pilot for future-proofing our branch-wide area networks that is currently underway at 11 branches. We have received positive feedback around call quality and ease of deployment. Up till the end of February, nearly 150,000 calls had been made using VOIP internet connection call services.

Environmental responsibility

We are building a sustainable approach as we embrace hybrid working and volunteering, and develop a better understanding of our energy footprint.

What we said we would do

- Adhere to Environmental legal reporting responsibilities conforming to ESOS (Energy Saving Opportunities Scheme) and SECR (Streamlined Energy & Carbon Reporting).
- Assess and report our energy consumption from combustible fuels, heat, renewable energy, electricity, and transport fuel.
- Increase awareness of energy consumption, GHG (Green House Gas) emissions and encourage action to reduce our carbon footprint.
- Review and renew our Environmental Policy to enhance our environmental sustainability measures.

What we did this year

As part of our commitment to sustainability we procured a new Green Energy contract, which incorporates 100 per cent renewable energy from wind and hydro assets for our supply of electricity across the central charity branch and property estate, covering around 60 individual premises.

We appointed a CIBSE (Chartered Institution of Building Services Engineers) ESOS Lead Assessor who has prepared the SECR report found later in this document which captures all energy consuming assets and activities in the UK for 2022/23.

Our assessor will carry out an energy audit for ESOS Phase 3 to calculate the energy consumed by Samaritans in the 12-month reporting and prepare the report for submission to the Environment Agency in December 2023.

Financial review

Overview

This was the first year of our new strategy: *Tackling suicide together*. While we made progress during the year with laying the foundations for the new strategy alongside delivery of our core service, it was also necessary to respond to the emerging cost of living crisis which has significantly impacted our income generation. In light of these financial pressures the decision was taken to temporarily delay further investment in the new strategy beyond those projects already underway.

We continue to monitor our fundraising income closely with the intention to resume investment in new strategic projects as soon as external factors and resources allow.

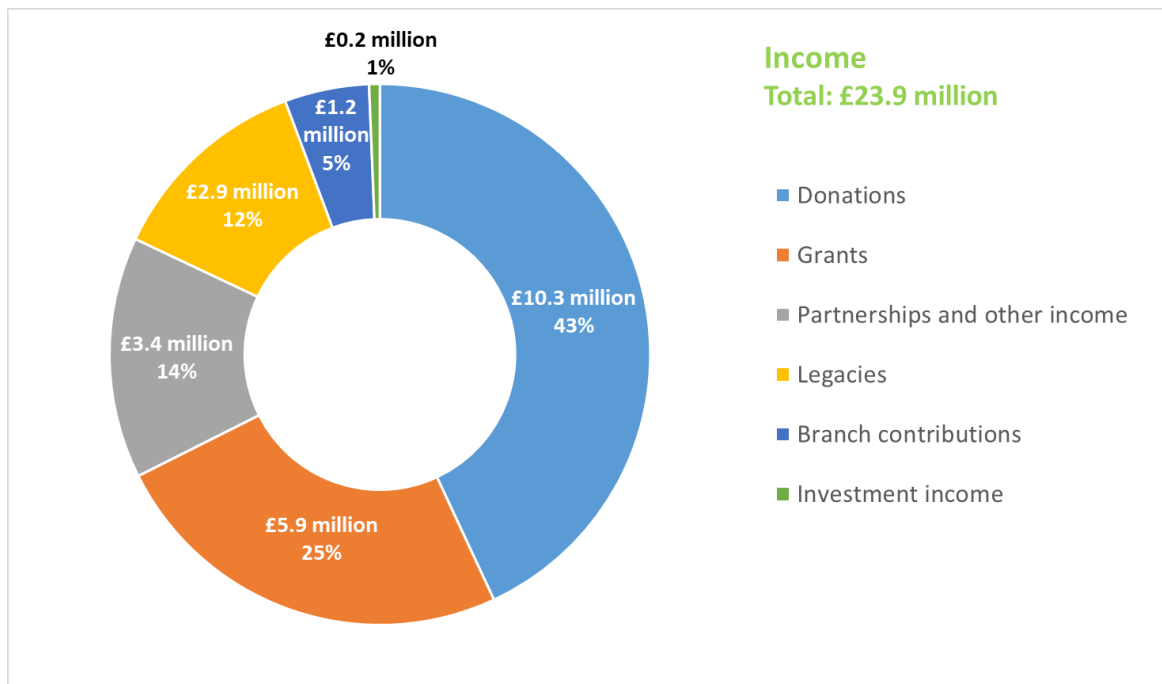
The financial statements of the consolidated charity group for the year ended 31 March 2023 show a net decrease in funds of **£4.1 million**.

The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2022, our volunteers spent **almost 1 million hours** answering calls for help, which is estimated at a value of **£15.9 million***. The total value of time given by our volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included.

Volunteers are the foundation on which the strength of Samaritans' service is built.

**Applying the median gross hourly rate for full time workers in the UK
Source for earnings data: Office for National Statistics*

Income



Total income for the year was **£23.9 million** (compared with £27.4 million in 2021/22).

There have been a number of external factors which have impacted our ability to raise funds this year. Cost of Living concerns, largely led by inflation reaching a 41-year high in October 2022, meant that when polled, 69 per cent of the public indicated they would need to make spending cuts in 2022, including 17 per cent who indicated they would cut charitable giving. In response to increases in everyday costs, 24 per cent of people reported that their charitable behaviour would need to change¹. Alongside broad reductions in charitable giving across the sector there was a significant public, corporate and statutory response to the war in Ukraine with over £400m being raised in the first year by the public alone². This meant that where donors were still giving money it was often directed to overseas aid.

Across public giving income streams the one area that performed in line with expectations was Individual Donations, which finished slightly ahead of budget. In respect of ongoing activity, donations from individuals remain the largest source of income.

Community and Events income performed significantly below expectations, due in part to the cost of living crisis reducing average sponsorship amounts raised by individuals in both virtual and in-person events throughout the year. Other factors were the significant rise in the cost of digital advertising and the pause in campaign activity during the late Queen's mourning period.

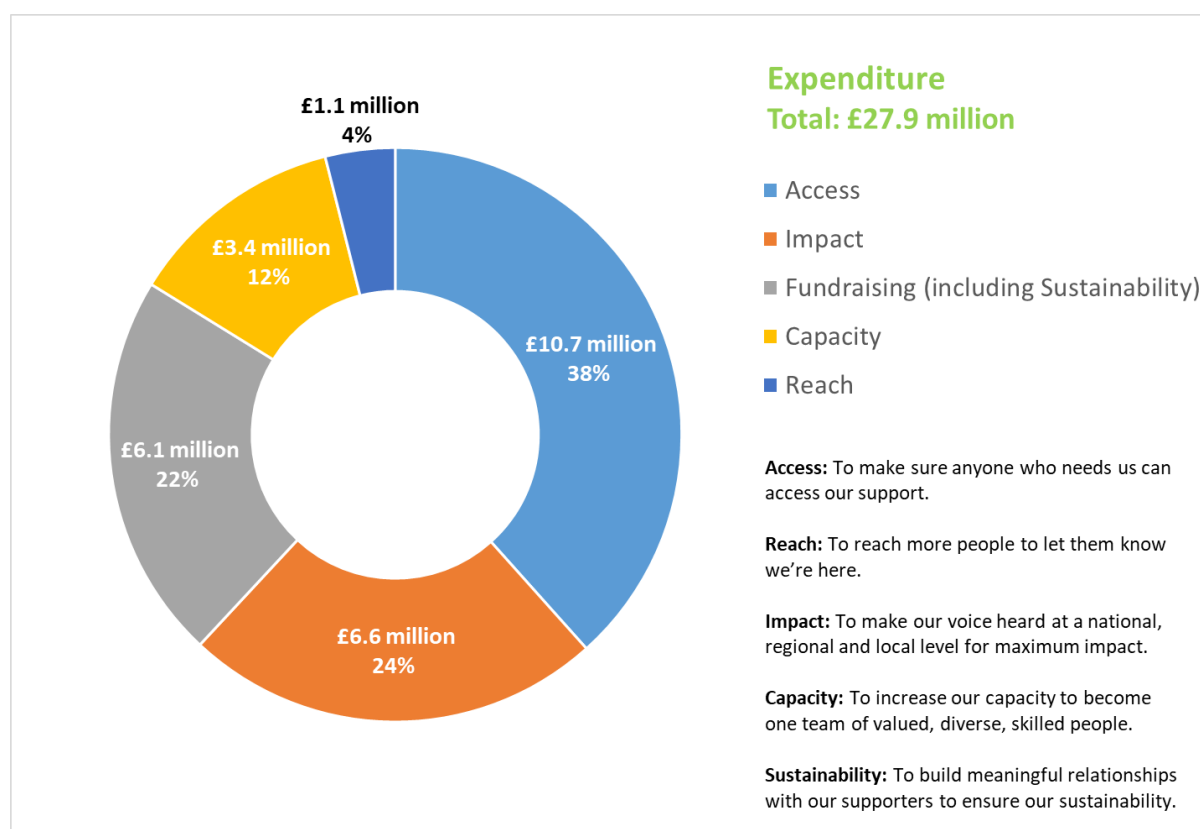
Grant income, which finished £0.3m below prior year, reflects the fact that no new government funding programmes for suicide prevention were opened whilst at least one source of helpline funding came to an end in March 2022. For Legacy income, which finished £0.2m below prior year, this is primarily due to the timing of administration of these legacies, which are assumed to materialise through the 2023/24 financial year.

While it has been a difficult financial landscape, in 2022/23 we have continued to develop an extensive range of fundraising activities including community events, sporting and challenge events, appeals to individual donors and legacy appeals, as well as support from companies, public bodies and trusts. We remain committed to putting supporters at the heart of our fundraising.

We're incredibly grateful to each and every donor for their support. A list of our major supporters can be found on page 93.

We recognise the importance and value of our long-term funder relationships. This year we continued to receive support from loyal supporters including Nominet, Pears Foundation, Phoenix Group, The Lord Mayors Appeal and Three. In addition to the fundraising activities mentioned above, our other major funding streams included our partnership with Network Rail for the delivery of a suicide prevention programme, grant funding from HMPPS to support the prison Listener scheme, and funding raised through Samaritans Training and Engagement Programmes (STEP).

Expenditure



Total consolidated expenditure, including the value of donated advertising, increased slightly from £27.7 million in 2021/22 to **£27.9 million**.

This position reflects a number of offsetting items, including from inflationary increases across the organisation and the ongoing costs now coming through following completion of the final phases of *There for Everyone*, a programme of transformation and change, at the end of 2021/22. At the same time the organisation paused and re-prioritised expenditure to core activity in response to the shortfall in income, ensuring that service to beneficiaries was maintained, along with key strands of the new strategy.

During 2022/23, fundraising costs were **£6.1 million**, which was unchanged from 2021/22. However when considering the overall fall in income, this reflects the increasing costs of income acquisition.

Total charitable expenditure amounted to **£21.8 million** in 2022/23, marginally higher than the £21.7 million in 2021/22, which is analysed in detail in Note 7 to the Accounts. We're committed to maximising the proportion of expenditure in developing and delivering our service, responding to the increasing demand for our services and reaching more people through the communication channels they wish to use.

During the year we started investment in the new strategy, including developing our training and recruitment processes for volunteers, as well as the next phase in development of our digital channels following completion of *There for Everyone*. With the challenges to income in 2022/23, there was a pause during the second half of the year on any further new investment, with the intention to invest as the financial position improves.

Charitable expenditure during 2022/23 represented 78 per cent of total expenditure (the same as 2021/22).

Reserves policy

In setting the reserves policy, the Board of Trustees considers the need to provide against any future income shortfall, fulfil working capital requirements and allow funds to be available to support service developments. This is balanced against the need to spend reserves now to deliver services to meet beneficiary needs.

The target range for free reserves has been set at **between four and twelve months** of general expenditure, which as at 31 March 2023 equates to £7.0 million and £20.9 million respectively.

This year the Board of Trustees agreed a deficit core budget along with additional investments across service development, fundraising and core infrastructure. We had therefore anticipated that the level of free reserves would reduce during the year.

As at 31 March 2023, the total consolidated funds held by the group amounted to **£25.0 million**. Of these funds, £21.7 million are unrestricted and £3.3 million are restricted. Within unrestricted funds there are six designated funds amounting to £10.8 million:

- £7.4 million representing fixed assets including all the SCC branch properties;
- a £0.03 million property maintenance fund to maintain SCC branch properties;
- £0.04 million to complete the *There for Everyone* programme;
- a £1.3 million Service Expansion fund to widen the reach for beneficiaries;
- a £1.8 million Strategy Development fund to deliver the new strategy from 2022/23 across the whole organisation including affiliate and central branches; and
- a £0.2m fund to progress several key workstreams in Ireland over the next year.

The remaining unrestricted funds are classed as free reserves. As at 31 March 2023 free reserves stood at **£11.0 million** (£11.7 million in 2022), equating to **6.3 months** of general expenditure (6.4 months in 2022), which falls within the target range.

In light of the challenging fundraising environment, elevated inflation and the major investment planned for the new strategy period, the Trustees have agreed to continue with the widened target range for free reserves of between four and twelve months of general expenditure.

The reserves policy will continue to be reviewed on at least an annual basis.

Investment policy

The overall investment objective is to achieve a positive real return (adjusted for inflation) over time. For short-term investments, the return is likely to be in income with an emphasis on capital preservation and limited credit risk. For longer term investments there is no explicit income objective, but a desire to increase the value of the group's assets above inflation.

J Hambro & Partners are the appointed investment managers, and as at 31 March 2023 the value of the portfolio managed was £1.9 million (£2.0 million in 2022), reflecting a net loss on investments of £0.1 million (no net gain/loss in 2021/22).

Additionally, £0.1 million is held within the Charities Official Investment Fund (£3.0 million in 2022).

Samaritans endeavours to invest in a way that reflects our values and does not run counter to our charitable aims. The portfolio managed by J Hambro & Partners applies negative screening to avoid direct investment in companies where more than 5 per cent of the most recent year's reported or estimated revenue is derived from activity that we consider to be inconsistent with our values or charitable aims. The Charities Official Investment Fund is a long-term, sustainable investment solution which incorporates environmental, social and governance (ESG) considerations into the investment strategy. We review our approach to ethical investment on a regular basis.

The Trustees regularly review the proportion of funds invested for the longer term in the context of revised financial projections, our reserves policy and service investment requirements in coming years.

Subsidiaries

As the trading subsidiary of Samaritans, the substantial majority of the turnover of The Samaritan Enterprises Limited remains the contract with Network Rail.

Samaritans Ireland supports the Central Charity in the delivery of our strategy in Ireland.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We continue to review all income streams and have carried out sensitivity analysis to enable early planning should income expectations not be met or core expenditure requirements exceed central projections. Income and expenditure are reviewed and 'stress tested' as part of our regular forecasting and budget process.

There are a number of options open to us if we need to cover any funding shortfall, including utilising unrestricted reserves and re-prioritising activity planned for the coming period. When making decisions we will be guided first and foremost by the strategy.

Based on the current reserves position, the forward projections of income and expenditure, and the ongoing scenario planning activity, the Trustees consider that Samaritans is able to continue as a going concern.

Risks and uncertainties

How we manage risk

The Board of Trustees is ultimately responsible for risk management. The Audit and Risk Committee, as a sub-committee of the Board, reviews key risks, and the adequacy of mitigating actions, on a regular basis. The Committee reports to the Board on risk quarterly. A comprehensive annual planning and budgeting process is approved by the Board, during which a thorough assessment of key external and internal risks is undertaken. The Board also receives risk evaluations on any major new areas of activity.

Our risk identification and risk management process are established; however, a review was undertaken in light of the launch of the new strategy. A significant review of the Organisational Risk Register took place with the aim of providing a broader assessment of current and emerging risks. The compilation of a more detailed risk review coincided with the start of the new strategy and our organisational emphasis on enhancing our risk and compliance framework.

With the 2023/24 business year underway, we have implemented a new and improved risk framework which aims to take a deeper dive into our risk register and further embed risk management in the organisation.

A new Risk Management Policy has been established which outlines the approach towards risk management across Samaritans and defines the roles and responsibilities of the Board, Audit & Risk Committee, Executive Leadership Team, Senior Leadership Group and wider teams. Further work is ongoing around the embedding and cultural change of the policy.

The risk appetite matrix was developed in 2021/22 as part of our approach to the new Strategy. It was designed to enable the Board to express its high-level risk tolerance, to inform strategic choices and direction.

Our aim this year is to develop risk appetite further, to provide risk owners with a process to connect and translate risk appetite into their individual risks and our planned activities.

Samaritans understands the strong connection between risk management and risk assurance activities. A review will take place to help align the assurance activities to the strategic priorities set out in the business plan.

Our top five risks, as identified in the Risk Register at the end of the financial year, with key managing actions, are as follows:

Category	Risk description	Managing actions
Reputation / Strategy	Inability to resource core listening services due to insufficient numbers of active listening volunteers.	1. Service Expansion evaluation to determine most effective return for expansion volunteer capacity and service delivery metrics. 2. Pilot approaches to reallocating volunteer capacity to times of greatest need.
Financial	Inability to grow income amid uncertain economic climate and unable to fund core activities.	1. Focus on maximising returns with recent opportunities eg, London Marathon. 2. Tight expenditure control and financial scenario plans to be reviewed by Finance Committee.
Strategy	Staff stretch	1. Capacity building. 2. Realising the benefit of having a fit for purpose structure. 3. Prioritisation of existing workload.
Strategy	Safety and Quality monitoring in Republic of Ireland differ from standards in UK.	1. 'Listening in' required in Republic of Ireland – options being explored. 2. Call barring and Misuse of Service intervention options being explored. 3. Complaints handling being standardised.
Financial/Reputation	Lack of capacity and effective branch leadership resulting in the inability to deliver the service strategically.	1. The BD review report is expected in Q4, 2023. 2. The project will include all leadership roles that sit under the Branch Director role.

1. Inability to resource core listening services due to insufficient numbers of active listening volunteers.

This forms part of our top five risks and a Service Expansion evaluation took place this year to determine the most effective return for expansion volunteer capacity and service delivery metrics.

We envisage that this risk will reduce overtime as all Service Expansion projects are now operational and continue to grow their volunteer numbers and work towards a state of long-term viability.

In addition to supporting the new locations, the main focus has been on evaluating the different models to identify the best approach to future expansion. We are also piloting innovations to assist in relocating volunteer capacity to times of greatest need. A subsequent phase of expansion is likely to follow in 2024/25 which should help to further mitigate any potential decline in volunteer numbers across the existing network.

2. Inability to grow income amid uncertain economic climate unable to fund core activities.

The cost-of-living crisis has affected Samaritans in many ways. It not only impacts our callers, staff and volunteers, but it also has a significant impact on Samaritans financially. Inability to grow income amid the uncertain economic climate is a new risk to Samaritans and now forms as one of our top five risks. Expenditure control remains a key priority, having undertaken a significant savings and cost control process. Our focus on Rising Costs had previously formed part of this risk, however there was a need to separate this given the effective work undertaken around savings and cost control. Work is ongoing around our campaign activities, review of products portfolio, business development and much more. If successful, we anticipate this risk to reduce later in the year as a result.

3. Staff stretch

The cost of living crisis and the cost savings work undertaken has had an impact on staff stretch and wellbeing. Workplans have been reviewed to reassess finance and capacity.

The focus has been on prioritising existing workload and looking at activities that we need to pause/delay to provide a more realistic workplan for the remainder of the year and as a platform for 2023/24 planning. Support mechanisms continue to be in place for everyone.

4. Safety and quality monitoring in ROI differ in standards to UK.

Listening in has been effective to both support improvement in quality and as a mechanism for detecting serious safeguarding situations, however, there has been a need to ensure these standards are also in place in Ireland.

Work is underway to review and develop the Ireland safeguarding policy, roles and responsibilities of mandated persons and designate liaison officers, safeguarding training and much more. Samaritans is also exploring how it can enable the Ireland listening service to mirror that of Samaritans UK, including the technology and process change for 'listening in' and call barring.

5. Lack of capacity and effective Branch leadership resulting in the inability to deliver the service strategically.

Lack of senior volunteer capacity and therefore effective leadership remains in our top five risks and we are implementing a number of processes and mitigations to ensure that the risk is reduced and we can continue to effectively deliver our strategic plan. A review of the organization design structure changes for both volunteers and staff took place last year and recruitment for key roles were concluded. Staff and volunteers have been recruited into key roles and we anticipate this risk reducing further as they develop into those roles.

Further embedding risk management is a priority for 2023/24 as we continue to clarify our risk appetite and manage emerging risk and opportunity from our new strategy.

Governance report

Our structure

Samaritans is a charitable company limited by guarantee. We were founded in 1953 and incorporated in 1963.

Samaritans has more than 200 branches and locations across the UK and Ireland, as well as the Channel Islands and the Isle of Man. During 2022, around 23,000 people volunteered their time for Samaritans and helped ensure our services were always available across our multiple platforms. The Samaritans Central Charity team also carries out research and evaluation to support our influencing work, and service development, which supports our volunteer recruitment and development activity. The Central Charity team also raises income to underpin the whole organisation.

The group comprises three entities, all of which are consolidated into the group statutory accounts:

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.
- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 per cent shareholding. The object of the company is to procure profits and gains as a trading subsidiary for the purpose of paying them to Samaritans.
- Samaritans Ireland, which is an Irish charitable company incorporated in 2007 that is limited by guarantee, with Samaritans being the sole voting member. Samaritans Ireland executes specific decision-making powers with respect to a number of key Ireland-related matters, including public policy, influencing and partnership working.

Branches and service delivery 'hubs'

Branches are run by Branch Directors (a volunteer leadership role) and operate either as part of Samaritans Central Charity or as an incorporated charity operating through an affiliation agreement. 57 of these branches are part of Central Charity and 144 branches are affiliated. The finances of affiliated branches are not consolidated into Samaritans' group accounts. In addition to our branch structure, service delivery is also carried out by bespoke 'Hubs', which are part of the Central Charity and have a more flexible oversight structure in order to meet the requirements of our strategy.

Regions

The branches are organised and work together in 14 geographical regions and an additional 'region' to oversee Service Expansion. Each region is led by a Regional Director; volunteer leadership roles who provide a key link and communication channel between Central

Samaritans and the wider organisation and play a vital role in supporting our branches, contributing to the development of and implementing agreed policy. Responsibility for guiding and supporting our Regional Director group is shared between four Directors of Branch Operations, which are new senior volunteer leadership roles, reporting to our Executive Director of Operations.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and, as of 31 March 2023, consists of 14 members. Trustees are also the directors of the company, and a majority must be Samaritans volunteers at branches or in another capacity. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

The Board is advised on key strategic and policy issues by the *Regional Councils*. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

The *Council of Samaritans* meets annually. It comprises the 201 Branch Directors, 15 Regional Directors, up to 10 Functional Leads and the co Vice-Chairs. The legal members of Samaritans are similar, namely the Branch Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees. In Ireland they also act as the board of a separate charitable company registered in Ireland, Samaritans Ireland, with a remit extending to both Ireland and Northern Ireland. These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

A review into the activities carried out by Samaritans Ireland was completed in December 2022, and the key responsibilities of the subsidiary were updated. An enhanced oversight function focusses on public policy, research, influencing, partnership working and income

generation in both the Republic of Ireland and Northern Ireland. A review into the role of the Scotland Committee is taking place over 2023/24.

Staff team

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, is responsible for the delivery of the Samaritans strategy, operational plans and budgets that have been approved by the Board.

Appointing our Trustees

With the exception of our Chair, who is an appointment of the Board of Trustees, the Nominations and Governance Committee appoints members of the Board. Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 24 months. A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total.

Board diversity

The Board of Trustees completed a diversity audit in May 2022. The audit has indicated a good reflection of the diversity of the societies we serve which, in part, is a result of greater focus on diversity in trustee recruitment in recent years. We have identified that we are currently under representative of disabled people on our Trustee Board and encourage applications from people in this community in our recruitment materials.

Inducting and training our Trustees

After they are appointed, each Trustee undertakes a formal induction programme, including a guide to our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees are provided guidance on their formal legal responsibilities, and guidance on how to be effective in their role. All Trustees are provided external online Trustee training module(s) as well as the option to attend a range of external courses designed for Trustees or other professional development. In addition, Trustees are obliged to carry out Samaritans' bespoke safeguarding modules, and other relevant modules, including Equity, Diversity & Inclusion.

Our committees

Six additional committees form part of the governance arrangements to support the Board of Trustees. All committees, with the exception of the People and Culture Committee, must comprise of at least two Trustees, one 'internal' and one 'external' member. The People and Culture Committee must comprise of a minimum of two Trustees and two external members.

- The Service and Quality Committee supports the Board in both ensuring Samaritans delivers high-quality, effective and consistent services, and in developing those services.
- The Policy and Research Committee supports the Board through maintaining oversight of Samaritans' public policy positions and research activities along with ensuring the development of strategic partnerships in areas consistent with Samaritans' public policy positions.
- The Audit and Risk Committee supports the Board, to provide assurance that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for the organisation, which is being operated effectively.
- The Finance Committee reviews the financial performance and sustainability of the charity, including oversight of fundraisings and property, and advises the Board accordingly.
- The People and Culture Committee supports the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff, as well as oversight, guidance and scrutiny of significant staff and volunteer-related initiatives. The Committee reviews progress against people strategies and plans, drawing on 'people metrics' and provides oversight, guidance and scrutiny of organisation-wide culture, as well as providing assurance that principles of equity, diversity and inclusion are central to staff & volunteer decision-making.
- The Nominations and Governance Committee is accountable to both the Board and the Council of Samaritans. It ensures that Trustee and other key governance roles are performed with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. The remit of the Committee extends to provisions of assurance that the governance structures and roles at Samaritans are fit for purpose.

Board Review and Governance code

A Board review was carried out during 2022, showing substantial progress in board effectiveness compared with our 2020 board review. It is recognised that board improvement is a constantly evolving process, and a new board development plan has been created following the 2022 review, focusing on the following priorities:

1. Enhancing stakeholder voice
2. Committee functioning and communications
3. Trustee induction and development
4. Balance between *scrutiny* and *strategic* discussions

In addition to the board review, which is supported by a gap analysis against the Charity Governance Code for England and Wales, our Nominations and Governance Committee has implemented a rolling review process against Charity Governance Code principles. At its

March 2022 meeting, it began with Principle 1 (Organisational Purpose), highlighting no significant gaps when compared with the code requirements and recommendations.

The reference and administrative details on pages 85 to 88 form part of this report.

Payment of key management personnel

All Trustees carry out their roles at Samaritans on a voluntary basis. They are unpaid but may claim legitimate expenses incurred as part of Samaritans' ordinary activities. Chief Executive Officer payment and benefits, as well as the payment and benefits of the remaining Executive Leadership Team and all other staff members are approved by the Trustee Board, based on review and recommendations by the People and Culture Committee. In considering pay and benefits, the People and Culture Committee is provided with information on the sector and similar-sized charities, to inform decisions.

Incidents and Reporting

Samaritans and its Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently and take any such matters seriously. In line with that commitment, details are set out below on serious incident reporting and policies on whistleblowing, bullying and harassment.

Serious incident reporting

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports, better oversight of risk to the charity and its beneficiaries, and for further informed consideration of preventative action. During 2022/23, the Central Charity reported 19 new serious incidents to the relevant nation's charity regulator(s), this is a comparable figure to previous years and a slight reduction on 2021/22. Of these, 15 involved affiliated branches, and three involved Central Charity branches or the Central Charity itself. One report was submitted where the relevant branch was unable to be identified. At the time of writing, the charity regulators have not required further action, other than that already stated in the reports.

Two reports were reported to the Information Commissioner's Office (ICO).

Whistleblowing, bullying and harassment

There are policies and processes in place relating to whistleblowing, bullying and harassment. These are applicable to both staff and volunteers at Samaritans Central Charity and both affiliate and Central Charity branches. The policies provide opportunities for reporting serious concerns in an environment where the rights and dignity of every individual is respected. Alternative reporting routes are provided in case of instances where it would not be appropriate to make a report to a direct line manager, including a concerns line which provides a secondary avenue to staff and volunteers to confidentially raise concerns.

Fundraising Activities Statement

We're thankful to our incredible supporters who have stood by our side, raising £23.9 million even in these challenging times for everyone in the UK and ROI. We see every day and night how the power of human connection saves lives. We know that by giving people a safe space to turn to, we can reduce feelings of distress and despair. We believe that simply being there to listen, can restore hope.

Our incredible supporters share our hope for a better, and safer, world for everyone.

Thanks to the extraordinary generosity of our supporters, major donors, companies, Trusts and public bodies, we have been able to continue to be there 24/7, 365 days a year, for anyone struggling to cope. Our incredible supporters have done things their way; from live-streaming challenges to creatively fundraising with online communities. They've invested in Samaritans' future, pledging special gifts to Samaritans in their Wills. Our donors have scaled mountains, crossed oceans and taken on multiple marathons. Our corporate partners have taken to the streets at major events and donned fancy dress. Our Trust and Statutory supporters have diligently supported us with grants and funds to keep our service running and to support our digital transformation.

We're delighted that this year Samaritans' values will spring into life at the RHS Chelsea Flower Show 2023 at a designated Samaritans' Listening Garden, thanks to generous funding and support from Project Giving Back.

In this, our 70th year of listening, our supporters have run, swam, danced, crafted, created and innovated to fundraise in new and unique ways. Through daring to dream, our fundraisers, supporters, major donors and partners have inspired us with their trailblazing fundraising, and helped to ensure that we can continue to be there for anyone struggling to cope, any time of the day or night.

Championing supporters

Understanding our supporters' needs has been at the heart of our fundraising. Over the last year, we've listened to more than 5,700 supporters on our supporter panel and in regular feedback surveys. We regularly engage with supporters to test our products, events, appeals, campaigns and communications to ensure that our fundraising programme is shaped to meet and exceed supporters' expectations. Our supporters' feedback has enabled new, innovative fundraising approaches and products that have allowed us to reach new supporters. We have continued to raise funds in unique and impactful ways, from rebranding our commercial training offer providing wellbeing and suicide prevention training for thousands of people at hundreds of organisations up and down the country to reaching 18,000 passionate supporters through new events such as Facebook virtual yoga, walks and sit-up challenges and Dawn Walk.

Following best practice

Samaritans is registered with the Fundraising Regulator and we are members of the Chartered Institute of Fundraising, the Direct Marketing Association, the Market Research Society, the Gambling Commission and the Lotteries Council. We continue to review our policies to ensure they are in line and adhere to the latest regulations.

Our Fundraising Promise sets out our aim to be open, fair and honest in the way we engage supporters. During 2022/23, we received 24 fundraising complaints. All complaints were resolved by our in-house Supporter Care team none were escalated to the Fundraising Regulator. Complaint feedback is regularly shared across the fundraising team. We value the feedback and continue to review and learn from every complaint.

Working with agencies

Most of our fundraising activity is delivered directly by our Income team. We work with a small number of carefully selected external fundraising agencies to help with specialist fundraising activity, from recruiting supporters who give through their payroll to telemarketing with mass audiences to inspire potential new donors, and creative and marketing support on larger appeals, products and campaigns.

All relationships are governed by contracts, which are reviewed and approved by the appropriate authority before any activity takes place. Telemarketing is monitored and reviewed regularly for quality purposes by listening in to calls and holding weekly review meetings.

All suppliers engaged in fundraising activity on behalf of Samaritans are either members of, licensed by, or registered with a range of bodies including the Chartered Institute of Fundraising, Fundraising Regulator, Association of Payroll Giving Organisations, Information Commissioner's Office, the Data & Marketing Association and the Gambling Commission.

Protecting vulnerable donors

We take our responsibility to our vulnerable donors very seriously. In 2019, we carried out a review of our policy for working with vulnerable donors, and members of the public who could reasonably be defined as 'vulnerable'. The policy is available for all our fundraisers via our intranet. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, and our policy helps reinforce the importance of this in all our fundraising.

We are extremely dedicated to protecting potentially vulnerable donors. For example, we exclude people who visit our Help and Support pages on our website from online targeting, and go to great lengths to exclude potentially vulnerable donors from targeted fundraising online.

Managing communications

We believe that our supporters should trust us, know us and look forward to hearing from us. We regularly check in to make sure that our supporters want to hear from us, and to find out about more about what they'd like to hear about our work. We respect our supporters' privacy; we're transparent about the ways in which people can change their communications preferences. If someone no longer wants to hear from us, we respect their wishes. We take our data handling responsibilities very seriously, and have a strong, GDPR compliant approach to data management.

A heartfelt thank you to our incredible supporters

The cost-of-living crisis has had a significant impact on the financial and emotional health of communities across the UK and Ireland. We know that these challenging times affect our supporters, donors and partners too. We cannot thank our supporters enough for standing by us, for taking up the challenge of innovative fundraising, and for pushing us and themselves to fundraise in bigger, better and ever more inspiring ways, at a time at which Samaritans is needed more than ever.

Thank you, to our amazing supporters for continuing to believe in a better tomorrow, so that we can continue to be there for anyone who needs someone to listen.

Streamlined Energy and Carbon Reporting

In line with the UK Government's Streamlined Energy and Carbon Reporting (SECR) regulations, this section shows the greenhouse gas emissions (GHG) and energy use data for the Samaritans group operations in the UK. This report therefore covers our five staff offices in Belfast, Cardiff, Edinburgh, Ewell and London, along with our 60 central charity branches throughout the UK.

Methodology

This SECR report has been prepared in accordance with HM Government Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2), PB 13944, predominately Chapter 2; "Guidance on Streamlined Energy and Carbon Reporting".

The approach used to identify, collate and calculate the figures acknowledges best known practice, using information and data from the organisation and the latest available Government GHG conversion factors.

Primary source data has been used wherever possible. In the absence of that, secondary or inferred data has been used using direct comparison, pro-rata extrapolation, benchmarking and in some cases by modelling. As this is the first financial year that Samaritans has qualified for SECR, there are no figures from previous years.

Intensity ratio

As our main source of energy use is the heating and lighting of our branch network and UK offices, Net Internal floor Area (NIA, m²) was chosen as our intensity ratio. Our total floor area was 8,329m².

Scope	Energy use (kWh)	2022/2023
1	Natural gas (sites)	767,256
1	Fuel (company vans)	3,769
2	Electricity (sites)	410,806
3	Fuel (employee/volunteer miles)	286,636
1,2,3	Total kWh	1,468,467

Scope	Carbon dioxide equivalent emissions (tCO2e)	
1	Natural gas (sites)	140.2
1	Fuel (company vans)	0.9
2	Electricity (sites)	81.4
3	Fuel (employee/volunteer miles)	70.4
1, 2, 3	Total tCO2e	292.9

Intensity Ratio		
tCO2e/net internal floor area m2		0.035
Scope	Other carbon dioxide equivalent emissions (tCO2e)	
3	Well to Tank Fuels (natural gas, diesel and petrol)	42.4
3	Well to Tank UK electricity generation (sites)	18.9
3	Transmission and Distribution (UK electric grid: sites)	7.3
3	Well to Tank Transmission and Distribution (UK electric grid: sites)	1.7
3	Total other emissions tCO2e	140.7

Key: Scope 1 (Direct) GHG emissions. Scope 2 (Energy indirect) emissions. Scope 3 (Other indirect) emissions.

WtT; Well to Tank. T&D; Transmission & Distribution.

Energy efficiency actions

We are taking actions to reduce our carbon emissions and during 2022-23 our property strategy supported energy savings in the following ways:

- We have a program to roll out Smart Meters across the property portfolio to enable branches to monitor their usage and to aid in the reduction of energy consumption. In the reporting year, six gas meters and 11 electric meters were upgraded to smart meters, giving a total of 52 electric smart meters and 37 gas smart meters in place by 31 March 2023. We will roll out a further two electric meters and 7 gas meters.
- New energy-efficient boilers were installed at our Central Office in Ewell which will offer a reduction in energy usage.
- Where appropriate, our strategy involves moving to more energy efficient properties and during the year three properties were sold (in Dumfries, Aberystwyth and Chelmsford). These branches moved into more efficient offices.

Renewable energy

We have procured a Green Energy contract which incorporates 100 per cent renewable energy from wind and hydro assets for our supply of electricity across the central charity branch and property estate, covering around 60 individual premises.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and UK accounting standards (FRS 102).

Company and charity law require the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including its income and expenditure, of the group for 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 accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 presume that the charity will continue in business.

The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations six and eight of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the board of Trustees on 27 July 2023 and signed on its behalf by Annie Kent, Treasurer:



Independent Auditor's Report to the Members and Trustees of Samaritans

Opinion

We have audited the financial statements of Samaritans ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and 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 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 group's and the charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure 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.

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 group 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 charitable company's or the group'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report which includes the directors' report and the strategic report prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the directors' responsibilities statement set out on page 54, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 directors 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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the company for fraud. The laws and regulations we considered in this context were General Data Protection Regulations, employment legislation and health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, data analytics and sample testing on the posting of journals, sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's

trustees. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London, UK

Date: 10 August 2023

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2023

	Note	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	Total funds 2023 £'000	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	Total funds 2022 £'000
Income from:							
Donations and legacies	2	12,893	342	13,235	14,554	592	15,146
<i>Charitable activities</i>							
Grants from public bodies and others	2	2,099	3,763	5,862	2,082	4,066	6,148
<i>Other trading activities</i>							
Partnership and other income	3	4,657	-	4,657	5,254	472	5,726
Investment income	4	153	-	153	17	-	17
Gains on disposal of fixed assets		15	-	15	-	-	-
Total income before net assets received from Samaritans branch charities		19,817	4,105	23,922	21,907	5,130	27,037
Net assets received from Samaritans branch charities		-	-	-	407	-	407
Total income		19,817	4,105	23,922	22,314	5,130	27,444
Expenditure on:							
Raising funds	7	6,101	-	6,101	6,068	6	6,074
Charitable activities	7	17,503	4,340	21,843	17,563	4,118	21,681
Total expenditure		23,604	4,340	27,944	23,631	4,124	27,755
Net (losses)/gains on investments	11	(62)	-	(62)	10	-	10
Net (expenditure) / income		(3,849)	(235)	(4,084)	(1,307)	1,006	(301)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(3,849)	(235)	(4,084)	(1,307)	1,006	(301)
Reconciliation of funds							
Total funds brought forward		25,619	3,513	29,132	26,926	2,507	29,433
Total funds carried forward	17	21,770	3,278	25,048	25,619	3,513	29,132

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2023

		Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	Total funds 2023 £'000	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	Total funds 2022 £'000
Note							
Income from:							
Donations and legacies	2	13,054	342	13,396	15,546	592	16,138
<i>Charitable activities</i>							
Grants from public bodies and others	2	2,058	2,698	4,756	2,082	3,437	5,519
<i>Other trading activities</i>							
Partnership and other income	3	3,834	-	3,834	3,240	93	3,333
Investment income	4	153	-	153	17	-	17
Gains on disposal of fixed assets		15	-	15	-	-	-
Total income before net assets received		19,114	3,040	22,154	20,885	4,122	25,007
Net assets received from Samaritans branch charities		-	-	-	407	-	407
Total income		19,114	3,040	22,154	21,292	4,122	25,414
Expenditure on:							
Raising funds	7	6,001	-	6,001	6,047	6	6,053
Charitable activities	7	16,614	3,589	20,203	16,582	3,068	19,650
Total expenditure		22,615	3,589	26,204	22,629	3,074	25,703
Net (losses)/gains on investments	11	(62)	-	(62)	10	-	10
Net (expenditure) / income		(3,563)	(549)	(4,112)	(1,327)	1,048	(279)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(3,563)	(549)	(4,112)	(1,327)	1,048	(279)
Reconciliation of funds							
Total funds brought forward		24,775	3,003	27,778	26,102	1,955	28,057
Total funds carried forward	17	21,212	2,454	23,666	24,775	3,003	27,778

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 64 to 83 form part of these accounts.

Consolidated and Charity Balance Sheet

As at 31 March 2023

Company Registration No. 757372

	Note	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Fixed assets					
Tangible assets	9	7,068	7,777	7,067	7,776
Intangible assets	10	379	604	379	604
Investments	11	2,058	4,972	2,058	4,972
Total fixed assets		9,505	13,353	9,504	13,352
Current assets					
Stock		54	143	23	112
Debtors	12	3,189	3,718	3,907	4,726
Cash at bank and in hand		15,761	16,314	13,309	13,600
Total current assets		19,004	20,175	17,239	18,438
Current liabilities					
Creditors: amounts falling due within one year	13	2,610	2,547	2,544	2,548
Deferred income	14	668	1,683	350	1,298
		3,278	4,230	2,894	3,846
Net current assets		15,726	15,945	14,345	14,592
Creditors: amounts falling due after more than one year		(183)	(166)	(183)	(166)
Total net assets		25,048	29,132	23,666	27,778
Funds	17				
Restricted income funds		3,278	3,513	2,454	3,003
Unrestricted income funds					
General unrestricted funds		10,966	11,713	10,656	11,407
Designated funds		10,804	13,906	10,556	13,368
		21,770	25,619	21,212	24,775
Total funds		25,048	29,132	23,666	27,778

Approved and authorised for issue by the Board of Trustees on 27 July 2023 and signed on its behalf by Annie Kent, Honorary Treasurer:



The Notes on pages 64 to 83 form part of these accounts.

Cashflow statement

For the year ended 31 March 2023

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Reconciliation of net income to net cash flow from operating activities				
Net expenditure for the reporting period (as per the statement of financial activities)	(4,084)	(301)	(4,112)	(279)
Adjustments for:				
Depreciation and amortisation charges	450	531	449	530
(Profit) on sale of fixed assets	(15)	-	(15)	-
Losses/(Gains) on investments	62	(10)	62	(10)
Dividends and interest from investments	(57)	(17)	(57)	(17)
Decrease/(increase) in stock	90	(95)	88	(78)
Decrease/(increase) in debtors	529	(694)	820	(672)
(Decrease)/increase in creditors	(936)	(1,713)	(934)	(1,030)
Net cash outflow from operating activities	(3,961)	(2,299)	(3,699)	(1,556)
Statement of cash flows				
Cash flows from operating activities:				
Net cash provided by operating activities	(3,961)	(2,299)	(3,699)	(1,556)
Cash flows from investing activities:				
Dividends, interest and rents from investments	57	17	57	17
Purchase of property, plant, and equipment	-	(74)	-	(73)
Proceeds from sale of property, plant, and equipment	499	-	499	-
Proceeds from investment disposals	3,540	428	3,540	428
Purchase of investments	(688)	(932)	(688)	(932)
Net cash provided by / (used in) investing activities	3,408	(561)	3,408	(560)
Change in cash and cash equivalents in the reporting period	(553)	(2,860)	(291)	(2,116)
Cash and cash equivalents at the beginning of the reporting period	16,314	19,174	13,600	15,716
Cash and cash equivalents at the end of the reporting period	15,761	16,314	13,309	13,600
Analysis of cash and cash equivalents				
Cash at bank and in hand	15,761	16,314	13,309	13,600
Total cash and cash equivalents	15,761	16,314	13,309	13,600

Notes to the Accounts

1. Accounting policies

a) Basis of preparation

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value.

The Trustees consider that based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102) issued October 2019, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and applicable Accounting Standards.

Samaritans meets the definition of a public benefit entity under FRS 102.

b) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 64 to 83. Further details of the subsidiaries' activities are shown in Note 18. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken advantage of the exemptions in FRS 102 from the requirements to present certain disclosures about the charity's financial instruments.

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The 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 if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

A key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is in respect of residual legacies and this is described in the accounting policy below (see Note 1gi: Legacies).

d) Fund accounting

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

Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular 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 specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 17.

e) Impairment of freehold property assets

Freehold property assets are subject to an impairment review in accordance with FRS 102 Section 27 "Impairment of Assets". They are stated in the balance sheet at cost less provision for any impairment in value. Any expense relating to a provision for impairment is recognised in the Statement of Financial Activities ('SOFA') in the year in which it occurs.

f) Stock

Stock is valued at the lower of cost or net realisable value.

g) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

i) Legacies

Recognition is the earlier of the charity receiving final estate accounts or the legacy actually being received. No value is included where the legacy is subject to a life interest held by another party.

ii) Donated goods/services

These are included in both income and expenditure at the value to the charity where this can be reasonably quantified.

iii) Grants and contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract is received in advance, its recognition is deferred and included in creditors. Where entitlement to contract or grant income occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

iv) New Branch Contribution (NBC)

These are recognised as receivable income upon the receipt of signed accounts from Samaritans' branches.

h) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four strategic areas relating to charitable activities (Access, Reach, Impact and Capacity) and to Fundraising activities (which includes the fifth strategic area of Sustainability). The following specific policies apply to categories of expenditure:

i) Grants

Grants are charged to the statement of financial activities when there is a liability to pay.

ii) Fundraising costs

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

iii) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic management of the charity's activities.

iv) Support costs

Support costs comprise staff delivering the corporate service and infrastructure functions. These are allocated across the categories of charitable expenditure and the costs of generating funds. The basis of allocation of support costs is explained above.

v) Depreciation

Depreciation is calculated on a straight-line basis to write off the cost of tangible and intangible fixed assets (except assets under construction) over their estimated useful lives as follows:

Tangible fixed assets

Freehold property	50 years
Leasehold property	50 years
Computer equipment	3 years
Telephony platform	5 years
Office equipment	4 years
Motor vehicles	5 years

Intangible fixed assets

Website and Software Development	3-5 years

i) Samaritans' regions

Centrally funded costs of supporting Samaritans' regions have been incorporated within these financial statements. For operational delivery, the UK and Ireland are grouped into fourteen geographic regions. Each of these is supported by a group of senior volunteers and received financial support from the charity.

j) Operating leases

Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

k) Foreign currency

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains

and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate.

l) Pensions

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred.

m) Branches

The term 'branches' used throughout these Accounts refers to the branches of Samaritans, whose objectives are consistent with those of Samaritans.

n) Taxation

Samaritans is a registered charity and is therefore potentially exempt from taxation of its income and gains to the extent that they fall within Part ii of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritan Enterprises Limited does not normally incur a tax charge given its policy of gifting all taxable profits to Samaritans.

o) Financial instruments

Samaritans has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

2. Voluntary income

a) Donations and legacies

Donations - Individual Giving

Donations - branches

Donations - Corporate

Gifts in kind

Legacies

Total

All Funds	All Funds
2023	2022
£'000	£'000
6,818	7,783
124	162
2,970	3,721
385	366
2,938	3,114
13,235	15,146

b) Donated Services

A valuation has been undertaken of advertising, legal and training services donated to the charity during the year. This valuation of £385,000 (2022: £366,000) has been included within income under 'gifts in kind' as above and within expenditure.

c) Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2023, the charity had been notified of a further 97 legacies (2022: 64) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £3,818,767 (2022: £2,309,000).

d) Grants

	All funds	
	2023	All funds 2022
	£'000	£'000
Ministry of Justice: HMPPS	712	620
Health Service Executive: Freecall Ireland	514	518
Scottish Government – Highland Programme	416	81
Pears Foundation	400	655
Armed Forces Covenant Fund	300	-
Welsh Government/LLywodraeth Cymru	120	120
NHS England: Bereavement support service (SASP)	98	-
Department of Health and Social Care: VCSE Health & Wellbeing Alliance	97	97
Department of Health and Social Care: Suicide Prevention (NSPA)	90	80
Covid and Council Grants	84	385
Scottish Government – Helpline	57	57
Irish Prison Service	54	42
Scottish Prison Service	49	-
SSAFA Partnership – Military	37	111
Northern Ireland Prison Service	18	18
Department of Health (Northern Ireland)	12	3
Department of Health and Social Care: Samaritans Helpline call costs	-	510
Department of Health and Social Care: Suicide Prevention (SASP)	-	40
Department of Health and Social Care (NSPA)	-	120
Department of Health and Social Care: Suicide Prevention (Samaritans)	-	394
	3,058	3,851
Other grants*	2,804	2,297
Total grants	5,862	6,148

*Other grants includes individually immaterial grants, grants for which individual disclosure is not required by the underlying agreement and grants received where the donor wishes to remain anonymous.

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received from the central charity, including the core technology platform. The New Branch Contribution amounted to £1,208,000 in 2022/23 (2021/22: £865,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2023 £'000	All funds 2022 £'000
Cash or cash equivalents	96	1
Listed investments	57	16
Total investment income	153	17

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder. The funding received has been shown in Note 2d above.

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. Expenditure during 2022/23 was £804,000 (2021/22: £497,000).

Scottish Government Helpline Funding

The Scottish Government grant was a contribution to Samaritans Helpline Service and the development of the online chat service. Expenditure during the year totalled £57,000 (2021/22: £8,000).

Welsh Government

The Welsh Government funding is a contribution towards our work in Wales, including outreach to at-risk communities and resource development. Expenditure in the year totalled £120,000 (2021:22 £120,000).

Armed Forces Covenant Fund – Veterans Funding

This grant funds a helpline service pathway for military veterans. Expenditure during the year totalled £300,000.

Department of Health and Social Care (DHSC) funded projects

VCSE Health & Wellbeing Alliance

To provide core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations. Expenditure during 2022/23 was £92,159 (2021/22: £97,000).

National Suicide Prevention Alliance - NSPA

NSPA is an alliance of organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The DHSC is a member of the NSPA and contributed £90,000 (2021/22: £61,000) during the year towards delivering the alliance's work-plan of national priorities. Expenditure during the year towards the project totalled £90,000 (2021/22: £120,000).

Samaritans helpline costs

Samaritans no longer receives funding from DHSC as a contribution towards the overall cost of running the Samaritans helpline. The expenditure covered by this funding in 2021/22 was £510,000.

6. Net expenditure for the year

This is stated after charging:

	All funds 2023 £'000	All funds 2022 £'000
External auditor – audit fees	39	35
External auditor – tax advisory and other financial services	9	8
	48	43
Depreciation of tangible fixed assets	225	235
Amortisation of intangible fixed assets	225	295
Operating lease rentals	461	355

The Directors of the charitable company are the trustees under charity law and receive no remuneration (2022: none). It is the policy of the charity to reimburse all volunteer expenses in full. During the year seven Trustees (2022: one) received reimbursement for attending meetings and other incidentals amounting to £5,148 (2022: £716).

The company has taken out insurance to protect the Trustees. This cover is part of our commercial combined insurance policy, and the cost of this element is not itemised.

7. Breakdown of costs by activity

Current year

	Direct costs 2023 £'000	Support costs 2023 £'000	All costs 2023 £'000
Expenditure on:			
Raising funds			
General fundraising	4,960	1,141	6,101
Charitable activities			
Access	9,034	1,688	10,722
Reach	1,097	3	1,100
Impact	5,625	964	6,589
Capacity	2,833	599	3,432
Total expenditure	23,549	4,395	27,944

We have five strategic areas in our new strategy. Expenditure on the four strategic areas relating to charitable activities have been split out above. The fifth strategic area of sustainability has been grouped within general fundraising. These headings therefore differ from the headings used in 2022.

	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	All funds 2023 £'000
Expenditure on:			
Raising funds	6,101	-	6,101
Charitable activities	17,503	4,340	21,843
Total expenditure	23,604	4,340	27,944

Analysis of support costs by activity:

	Fundraising 2023 £'000	Access 2023 £'000	Reach 2023 £'000	Impact 2023 £'000	Capacity 2023 £'000	Total 2023 £'000
Finance and other corporate services	82	121	-	69	43	315
IS	478	708	1	404	252	1,843
HR	193	286	1	163	102	745
Facilities	236	349	1	199	124	909
Governance	151	224	1	128	79	583
Support costs	1,140	1,688	4	963	600	4,395

Prior year

	Direct costs 2022 £'000	Support costs 2022 £'000	All costs 2022 £'000
Expenditure on:			
Raising funds			
General fundraising	4,777	1,297	6,074

Charitable activities

Service	7,682	1,990	9,672
Access	6,011	537	6,548
Influence	3,856	887	4,743
Evidence	564	154	718
Total expenditure	22,890	4,865	27,755

	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	All funds 2022 £'000
Expenditure on:			
Raising funds	6,068	6	6,074
Charitable activities	17,563	4,118	21,681
Total expenditure	23,631	4,124	27,755

Analysis of support costs by activity:

	Fundraising 2022 £'000	Service 2022 £'000	Access 2022 £'000	Influence 2022 £'000	Evidence 2022 £'000	Total 2022 £'000
Finance and other corporate services	148	227	61	101	17	554
IS	538	826	223	368	64	2,019
HR	191	292	79	131	23	716
Facilities	244	375	101	167	29	916
Governance	176	270	73	120	21	660
Support costs	1,297	1,990	537	887	154	4,865

8. Staff costs

	All funds 2023 £'000	All funds 2022 £'000
Staff costs		
Wages and salaries	12,557	10,915
Social security costs	1,375	1,207
Other pension costs	593	562
Agency staff	167	450
Total staff costs	14,692	13,134

Staff paid over £60,000*	2023	2022
£170,001-£180,000	1	-
£140,000- £150,000	1	1
£110,000-£120,000	1	2
£100,001-£110,000	-	1
£90,001-£100,000	1	1
£80,001-£90,000	2	1
£70,001-£80,000	5	6
£60,001-£70,000	14	15
Total	25	27

* Comprising all forms of consideration paid in exchange for the service rendered by employees including remuneration, salary, benefits, employer's pension contributions and any termination payments made.

The Chief Executive Officer was paid a total of £146,000 (2022: £142,000).

The total amount of employee benefits received by key management personnel for their services during the year was £1,076,000 (2022: £963,000).

Termination payments totalling £114,000 (2022: £19,000) were paid during the year, relating to employees leaving the charity.

Pension costs

The pension contributions for the 25 employees (2022: 27) earning more than £60,000 in the year amounted to £96,000 (2022: £109,000).

Employee numbers

The average full-time equivalent (FTE) number of employees during the year was 301 (2022: 277).

As at 31 March 2023 the number of FTE staff was 308 (295 at 31 March 2022).

The average number of employees in post during the year was 328 (2022: 301).

At 31 March 2023 the number of employees in post was 335 (323 at 31 March 2022).

9. Tangible fixed assets

Group	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2022	9,301	685	489	616	42	11,133
Reclassification	-	-	-	-	-	-
Additions	-	-	-	-	-	-
Disposals	(533)	-	-	-	-	(533)
Exchange rate movements	-	-	-	7	-	7
At 31 March 2023	8,768	685	489	623	42	10,607

Depreciation						
At 1 April 2022	2,294	70	486	488	18	3,356
Reclassification	-	-	-	-	-	-
Charge for the year	157	14	2	45	7	225
Disposals	(49)	-	-	-	-	(49)
Exchange rate movements	-	-	-	7	-	7
At 31 March 2023	2,402	84	488	540	25	3,539

Net book value						
At 31 March 2023	6,366	601	1	83	17	7,068
At 31 March 2022	7,007	615	3	128	24	7,777

Charity						
Cost						
At 1 April 2022	9,301	686	489	459	41	10,976
Reclassification	-	-	-	-	-	-
Additions	-	-	-	-	-	-
Disposals	(533)	-	-	-	-	(533)
At 31 March 2023	8,768	686	489	459	41	10,443

Depreciation						
At 1 April 2022	2,295	70	486	331	18	3,200
Reclassification	-	-	-	-	-	-
Charge for the year	157	14	2	44	8	225
Disposals	(49)	-	-	-	-	(49)
At 31 March 2023	2,403	84	488	375	26	3,376

Net book value						
At 31 March 2023	6,365	602	1	85	17	7,067
At 31 March 2022	7,006	616	3	127	24	7,776

Depreciation at 31 March 2023 for freehold property includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review in 2012/13.

10. Intangible fixed assets

Group and charity

Cost

At 1 April 2022

Additions

At 31 March 2023

Website and software development

£'000

1,329

-

1,329

Depreciation

At 1 April 2022

Charge for the year

At 31 March 2023

725

225

950

Net book value

At 31 March 2023

At 31 March 2022

379

604

Amortisation of intangible fixed assets is included within Charitable Activities expenditure on the Statement of Financial Activities.

11. Fixed asset investments

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Market value at 1 April	4,972	4,458	4,972	4,458
Acquisition at cost	688	932	688	932
Disposal proceeds	(3,540)	(428)	(3,540)	(428)
Net investment gains/losses	(62)	10	(62)	10
Market value at 31 March 2023	2,058	4,972	2,058	4,972
	2023 £'000	2023 %	2022 £'000	2022 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	107	5%	2,969	60%
Portfolio managed by Hambros Investments	120	6%	143	3%
	227	11%	3,112	63%
Listed investments				
Portfolio managed by Hambros Investments	962	47%	1,033	21%
Other listed investments	9	0%	9	0%
	971	47%	1,042	21%
Other investments – managed by Hambros Investments				
Alternative	317	15%	364	7%
Commodities	121	6%	112	2%
Fixed interest	422	21%	342	7%
	860	42%	818	16%
Total investments	2,058	100%	4,972	100%

Investments held by the charity include a £100 investment (2022: £100) in the subsidiary company at cost: see Note 18.

12. Debtors

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Trade debtors	599	1,416	404	618
Gift Aid	821	1,086	821	1,086
Legacies	260	61	260	61
Accrued income	511	629	508	578
VAT, payroll tax, social security and pensions	151	49	151	-
Other debtors	59	54	59	53
Intercompany	-	-	922	1,938
Prepayments	788	423	782	392
Total debtors	3,189	3,718	3,907	4,726

13. Creditors

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Social security and taxes	545	494	545	494
Trade creditors	945	540	934	614
Accrued expenditure	1,113	1,482	1,058	1,409
Other creditors	7	31	7	31
Total creditors	2,610	2,547	2,544	2,548

14. Deferred income

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
At 1 April	1,683	3,271	1,297	2,314
Income recognised in the year	(1,283)	(2,666)	(1,490)	(1,623)
Income deferred in the year	268	1,078	543	607
At 31 March 2023	668	1,683	350	1,298

Total deferred income includes £236,450 (2022: £305,000) Network Rail deferred income within The Samaritan Enterprises Limited.

15. Financial and other commitments

a) Operating leases

At 31 March the Group and Charity had total commitments under non-cancellable operating leases as set out below:

	Group 2023	Group 2023	Group 2022	Group 2022	Charity 2023	Charity 2023	Charity 2022	Charity 2022
	Land and buildings	Other	Land and buildings	Other	Land and buildings	Other	Land and buildings	Other
Operating lease commitments	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Within one year	296	4	333	10	249	4	287	10
Between two and five years	414	4	247	20	244	4	247	20
Over five years	45	-	87	-	45	-	87	-
Total	755	8	667	30	538	8	621	30

16. Financial instruments

At the balance sheet date, the group held financial assets at amortised cost of £18,155,000 (2022: £19,609,000), financial assets at fair value through income or expenditure of £2,058,000 (2022: £4,972,000) and financial liabilities at amortised cost of £2,610,000 (2022: £2,053,000).

17. Reconciliation of reserves

Current year

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2023 £'000
Unrestricted					
General fund	11,713	19,817	(20,939)	375	10,966
Designated fund – tangible and intangible fixed assets	8,381	-	(449)	(484)	7,448
Designated fund – property maintenance fund	282	-	(254)	-	28
Designated fund – There for Everyone	214	-	(171)	-	43
Designated fund – Service Expansion	1,250	-	-	36	1,286
Designated fund – Strategy Development & Delivery	3,243	-	(1,491)	-	1,752
Designated fund – Ireland	536	-	(362)	73	247
Total unrestricted funds	25,619	19,817	(23,666)	-	21,770
Restricted					
Branch support	404	189	(93)	-	500
City Hub	167	1	-	-	168
Email service development	277	-	(166)	-	111
Helpline call costs	-	65	(57)	-	8
Helpline Freecall	432	535	(495)	-	472
Highland Programme	49	416	(147)	-	318
Mental Health in the Rail Industry	50	34	(59)	-	25
Military – SSAFA partnership	92	37	(129)	-	-
National Suicide Prevention	175	216	(236)	-	155
National Training School	108	370	(232)	-	246
Northern Ireland	-	36	(23)	-	13
Online Excellence Programme	752	229	(492)	-	489
Prisoner Support & Improving Safer Custody	190	868	(946)	-	112
Reduce Gambling Harm	327	-	(243)	-	84
Regional grants	55	183	-	-	238
Suicide & Self-harm in Wales	46	99	(120)	-	25
Support After Suicide	120	156	(140)	-	136
There for Everyone	74	-	(74)	-	-
VSCE Health & Wellbeing Alliance	-	97	(92)	-	5
Veterans Listening Service	-	300	(300)	-	-
Wellbeing & Resilience Hub: Construction	100	33	(137)	-	(4)
Other*	95	241	(159)	-	177
Total restricted funds	3,513	4,105	(4,340)	-	3,278
Total funds	29,132	23,922	(28,006)	-	25,048

Represented by:

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Tangible and intangible fixed assets	-	7,447	-	7,447	8,381
Investments	2,058	-	-	2,058	4,972
Net current assets	9,091	3,357	3,278	15,726	15,779
Liabilities due over 1 year	(183)	-	-	(183)	
Total	10,966	10,804	3,278	25,048	29,132

*Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k.

Prior year

	At 31 March 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2022 £'000
Unrestricted					
General fund	11,793	22,251	(21,795)	(536)	11,713
Designated fund – tangible and intangible fixed assets	8,838	73	(530)	-	8,381
Designated fund – property maintenance fund	669	-	(387)	-	282
Designated fund – Digital	154	-	(154)	-	-
Designated fund – There for Everyone	722	-	(508)	-	214
Designated fund – Service Expansion	1,250	-	-	-	1,250
Designated fund – Strategy Development & Delivery	3,500	-	(257)	-	3,243
Designated fund – Ireland	-	-	-	536	536
Total unrestricted funds	26,926	22,324	(23,631)	-	25,619
Restricted					
Branch support	275	739	(610)	-	404
City Hub	252	-	(85)	-	167
Email service development	-	277	-	-	277
Helpline call costs	-	582	(582)	-	-
Helpline Freecall	436	517	(521)	-	432
Highland Programme	-	81	(32)	-	49
Mental Health in the Rail Industry	-	50	-	-	50
Military – SSAFA partnership	-	111	(19)	-	92
National Suicide Prevention	63	517	(405)	-	175
National Training School	-	108	-	-	108
Online Excellence Programme	625	429	(302)	-	752
Prisoner Support & Improving Safer Custody	7	732	(549)	-	190
Reduce Gambling Harm	300	-	27	-	327
Regional grants	55	-	-	-	55
Suicide & Self-harm in Wales	-	166	(120)	-	46
Suicide Prevention	-	394	(394)	-	-
Support After Suicide	122	117	(119)	-	120
There for Everyone	298	-	(224)	-	74
VSCE Health & Wellbeing Alliance	-	84	(84)	-	-
Wellbeing & Resilience Hub: Construction	-	159	(59)	-	100
Other*	74	67	(46)	-	95
Total restricted funds	2,507	5,130	(4,124)	-	3,513
Total funds	29,433	27,454	(27,755)	-	29,132

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Tangible and intangible fixed assets	-	8,381	-	8,381	8,838
Investments	4,972	-	-	4,972	4,458
Net current assets	6,741	5,525	3,513	15,779	16,137
Total	11,713	13,906	3,513	29,132	29,433

*Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k.

17a) Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – tangible fixed assets	This fund comprises the Group's tangible fixed assets. These are therefore not readily available for other purposes.
Designated fund – property maintenance fund	This fund has been established utilising cash assets transferred from branches joining the central charity. The fund is used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans' services into the future.
Designated fund – service provision	This fund supports new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers. This has been a long-standing risk area for Samaritans: trying to widen and increase the supply of volunteers/service options to match the demand from current and new potential beneficiaries. The options currently being piloted cover virtual hubs, satellite branches, a university hub and the Samaritans Training School.
Designated fund – Strategy Development & Delivery	During 2022 the new strategy was developed and informed by people with lived experience, our volunteers, staff, and supporters. The strategy steers our work for the coming five years, ensuring we continue to be there for those who need us most, reach out to more people to let them know we're here, and make our voice heard to make suicide prevention a priority.
Designated fund – There for Everyone	This fund supports the There for Everyone programme, to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives.
Designated fund – Ireland	This fund was established in 2022 from legacy proceeds to progress several key workstreams in Ireland over for a two year period. This includes the development of income generation, public policy, brand awareness and partnerships following the decision to increase autonomy of the Samaritans Ireland Board in these areas. Other workstreams include development of the Samaritans Ireland website, improved oversight of operational work in Ireland, research into self-harm and support to branches in Ireland.

17b) Restricted funds

Branch support	This fund ensures Samaritans' critical 24/7 services remain available to vulnerable people in the short and longer term nationally and locally, and to meet emergency financial needs of the branches.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the City opportunities to support suicide prevention locally and nationally, including the online chat service.
Email service development	This fund supports the development of Samaritans' email service.
Helpline call costs	This fund contribute to the costs of calls to the Samaritans helpline in the UK.
Helpline Freecall	This fund contributes to the costs of calls to the Samaritans Freecall helpline phone number in Ireland.
Highland Programme	This fund relates to initiation work for Samaritans' targeted promotion of service and new resources to improve mental health and resilience in the West Highlands of Scotland and Skye.
Mental Health in the rail industry	This fund relates to a study into mental health awareness and the railways.

Military – SSAFA partnership	This fund relates to a partnership with SSAFA to work together to gather the insight, research, and evidence to inform and create an ambitious strategy focusing on reducing suicide in veterans.
National Suicide Prevention	NSPA is a cross-sector, England-wide coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide.
National Training School	This fund supports the future growth of our listening services and the various service expansion pilots already underway. We've established a new central recruitment and training team (known as Samaritans Training School) to help support the training requirements for our service expansion programme.
Online Excellence Programme	This fund is to be used to develop a hub of excellence in suicide prevention and the online environment.
Prisoner Support & Improving Safer Custody	This fund provides Emotional Support to Prisoners in distress or crisis in the UK and Ireland.
Reducing Gambling Harm	Samaritans is working in partnership with GamCare, to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Regional Grants	This fund contributes to core helpline costs, volunteer training and other costs incurred regionally.
Suicide & Self-harm in Wales	This fund allows Samaritans and NSPA to carry out our work in Wales.
Support After Suicide	SASP is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support.
There for Everyone	The There for Everyone programme helps us make a step change in our ability to offer our callers greater choice in how they access our services, raise awareness and reach more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with their modern lives.
VCSE Health & Wellbeing Alliance	This fund provides core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations.
Veterans Listening Service	This funding is for a veteran helpline service which provides trained support to improve the wellbeing and resilience of military veterans, including peer-to-peer support.
Wellbeing & Resilience Hub: Construction	This fund relates to the development of a hub and Wellbeing & Resilience Learning Module for use by workers in the UK construction industry. The aim is to raise awareness, develop skills and inform construction workers of wellbeing, mental health and resilience. Specifically, the project targets individuals who work for smaller businesses and those classed as hard to reach. Lighthouse is working with Samaritans to deliver a marketing campaign to increase participation and long-term engagement.
Other restricted funds	These funds represent smaller individual restricted funds.

18. Samaritans group companies

a) Samaritans

The charity is a private limited company (registered number 757372), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

Samaritans uses the exemption in Section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure account for Samaritans as a separate entity.

Samaritans recharged expenditure of £965,000 to its subsidiaries during the year (2022: £862,000) and made payments to its subsidiaries of £nil (2022: £229,000). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2023 this amounted to £629,000 (2022: £1,156,000). At the year-end, £920,000 was due from Samaritans subsidiaries (2022: £1,920,000), and £2,000 was due from Samaritans Ireland (2022: £19,000).

b) The Samaritan Enterprises Limited

Company number: 01451175

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100 per cent of which is owned by Samaritans. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

The principal activity of the company is the delivery of a contract with Network Rail – ‘Tackling Suicide on the Railway’; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited’s income amounted to £2,108,000 (2022: £2,573,000), expenditure amounted to £1,479,000 (2022: £1,417,000) and a surplus of £629,000 was generated (2022: surplus of £1,156,000), before transfers and other recognised gains/losses. At 31 March 2023 assets were £1,257,000 (2022: £2,325,000) and liabilities were £1,257,000 (2022: £2,325,000).

A Memorandum of Understanding exists with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year’s accounts include inter-company charges of £965,000 (2022: £862,000).

c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. The address of the registered office is 4-5 Usher’s Court, Usher’s Quay, Dublin 8, Ireland.

By virtue of its constitution, Samaritans is able to exert control over Samaritans Ireland.

Samaritans Ireland’s income amounted to £1,448,000 (2022: £1,047,000), expenditure amounted to £1,420,000 (2022: £1,069,000) resulting in a surplus of £28,000 (2022: deficit of £22,000). This figure includes foreign exchange gains on translation into sterling. At 31 March 2023 assets were £1,423,000 (2022: £1,426,000), liabilities were £42,000 (2022: £74,000) and total funds were £1,381,000 (2022: £1,353,000).

The results of the company have been translated at the prevailing currency exchange rate at the average rate.

19. Affiliated and Central Charity branches

As part of changes to our ways of working across the organisation, since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

No branches completed the process this year, and no branches closed. Ongoing financial activity relating to these branches has been incorporated into the results of the central charity.

For SCC branches, the unincorporated entities have been retained and, in England and Wales, have been linked to the central charity on the Charity Commission register. Registered addresses for these entities are listed under Samaritans' entry on the register. Each SCC branch holds net assets of £100, which are included within these group accounts as unrestricted funds. The unincorporated entities have charitable objectives which are consistent with those of the central charity.

A listing of Samaritans branches is included on pages 89 to 92, and SCC branches are indicated on this list.

Reference and administrative details

Founder The Late Prebendary Dr Chad Varah CH CBE MA

Honorary President Felicity Varah Harding OBE

Company name Samaritans

Registered address and principal office

The Upper Mill, Kingston Road

Ewell, Surrey KT17 2AF

Registered charity 219432

Company number 757372

Scottish charity number SC040604

Website samaritans.org

Board of Trustees

Keith Leslie (Chair, Board of Trustees)

Hester Wain (Co Vice-Chair)

Rory Girvan (Co Vice-Chair)

Laura Bunt

Philip Cliff (Chair, People and Culture Committee)

Dr Ann John (Chair, Policy and Research Committee)

Dr Anushta Sivananthan (Chair, Service & Quality Committee)

Eleanor Farrell (Chair, Ireland Board, Nominations & Governance Committee)

Ana Laing (Chair, Wales Committee)

Gaia Marcus

Simon Salem (Chair, Audit & Risk Committee) (final term ended on 27 January 2023)

Angela Slaven (term finished on 16 April 2022)

Amanda Millar (Chair, Scotland Committee)

Annie Kent (Honorary Treasurer and Chair of Finance Committee)

Debbie Giwa (Chair of Audit & Risk Committee from 28 January 2023)

Andrew Donnell (from 01 November 2022)

Samaritans senior staff

CEO Julie Bentley (from 02 November 2020)

Executive Director of Corporate Services and Company Secretary Graeme Danton (from 01 April 2019)

Executive Director of External Affairs Paul McDonald (stepped down 31 March 2023)

Executive Director of External Engagement Sonya Trivedy (from 01 April 2023, previously Executive Director of Income)

Executive Director of Operations Lis Skeet (from 12 December 2022)

(Gareth Germer stepped down 09 September 2022)

Acting Executive Director of People and Culture Rachel Calder (from 11 April 2023)

Interim Executive Director of Performance and Insight Sally Jones (stepped down 31 March 2023)

Regional Directors (as of 31 March 2023)

Director of Branch Operations

Director of Branch Operations - Cindy O'Shea (from 03 October 2023)

Director of Branch Operations - Gilli Seymour (from 03 October 2023)

Director of Branch Operations – Jayne Finch (from 03 October 2023)

Director of Branch Operations – Shilpa Shah (from 03 October 2023)

East Gaynor Bell (from 01 March 2023)

(Mark Smith term finished 28 February 2023)

East Midlands Mathew Shepherd

London Sue Christopher (from 01 October 2022)

(Ann McLaughlin term finished 30 September 2022)

North

Elizabeth Dicken (Interim) (from 15 August 2021)

(Mike Whelan stepped down 15 August 2021)

Northern Ireland

Marcella Taylor (from 4 May 2023)

(Alan Heron stepped down 3 May 2023)

North West

Christina Morgan (from 10 February 2022)

(Eileen Brierley stepped down 9 February 2022)

Ireland - Jonathan Neville (from 24 September 2022)

(Rory Fitzgerald stepped down 06 June 2022)

(Aileen Spitere appointed from 07 June 2022 to 23 September 2022)

Scotland

John Knight (from 1 November 2021)

(Catherine Simpson stepped down 31 October 2021)

South Liz Hebden (from 11 April 2022)

(John McNeil stepped down 10 April 2022)

South East Peter Rowland

South West John Huxtable (from 25 September 2022)

(Penny Church stepped down 24 September 2022)

Wales Meryl James

West Midlands Pam Rutter (from 04 April 2022)

(Peter Hammond stepped down 03 April 2022)

Yorkshire and Humberside Michael George

Service Expansion Tracey Fuller

Bankers: Lloyds Bank Plc, 25 Gresham Street, London EC2V 7HN HSBC Bank Plc, One London Square,

Cross Lanes, Guildford, Surrey GU1 1UN

Investment managers: James Hambro & Partners LLP, 45 Pall Mall, London SW1Y 5JG

External auditors: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Samaritans branches

Samaritans has more than 200 branches and hubs across the UK and Ireland, with volunteers providing round the clock support whenever and however people need it. Our dedicated volunteers are our greatest asset, and we couldn't achieve all that we do without their steadfast support.

Thank you to each and every one of our wonderful volunteers for the difference you make in people's lives every day.

Aberdeen	Borders*
Aberystwyth*	Boston, Lincolnshire*
Ashford & Tenterden	Bournemouth & District*
Athlone & Midland	Bracknell, Wokingham, Ascot & Districts
Ayrshire	Brent*
Ballymena	Bridgend
Banbury & District*	Bridlington & District*
Bangor & North Down	Brierley Hill
Barnsley Barrow, Furness & South Lakes*	Brighton, Hove & District
Basildon & Thurrock*	Bristol
Basingstoke*	Bromley & Orpington
Bath & District	Bury*
Bedford*	Bury St Edmunds & West Suffolk
Belfast	Buxton & High Peak*
Bexley & Dartford*	Caithness
Birmingham	Cambridge
Blackburn with Darwen, Hyndburn & Ribble Valley	Canterbury & District
Blackpool, Fylde & Wyre	Cardiff & District*
Bognor Regis, Chichester & District*	Carlisle
Bolton	Central London
	Chelmsford & Mid-Essex*

Cheltenham & District
Chester & District
Chesterfield
Chiltern
Colchester
Coleraine & District
Cork
Cornwall at Truro
Correspondence*
Coventry & District
Craigavon
Croydon & Sutton*
Darlington & District*
Derby & District
Derry
Doncaster*
Dorset at Weymouth
Drogheda
Dublin
Dumfries*
Dundee
Dunfermline
Durham (Central)
Ealing
Eastbourne & District
East Coast Samaritans
East Surrey
Edinburgh and the Lothians
Elgin*

Ennis & Clare
Exeter, Mid & East Devon
Falkirk & Central Scotland
Farnborough & District*
Festival*
Folkestone, Dover & Hythe
Galway
Glasgow
Gloucester & District*
Grantham
Great Yarmouth*
Grimsby, Cleethorpes & District*
Guernsey
Guildford
Halifax & Calderdale
Harrogate & District
Harrow
Hastings & Rother
Havering (Romford)*
Herefordshire
Herts & Essex (Ware)
Hillingdon
Horsham & Crawley
Huddersfield
Inner South West London
Inverclyde*
Inverness
Ipswich and East Suffolk
Isle of Man

Isle of Wight*

Jersey

Kerry

Kettering & District

Kilkenny and Carlow

King's Lynn

Kingston upon Hull

Kingston upon Thames

Kirkcaldy & District*

Lanarkshire in Hamilton*

Lancaster & District

Leatherhead & Mid-Surrey

Leeds*

Leek & District

Leicester, Leicestershire & Rutland

Lewisham, Greenwich & Southwark

Limerick & Tipperary

Lincoln*

Liverpool & Merseyside

Lowestoft & Waveney District*

Luton, South Beds & Harpenden

Macclesfield & District

Maidstone & Weald

Manchester & Salford

Mansfield*

Medway, Gravesham & Swale*

Mid-Cheshire

Milton Keynes

Newbridge & Kildare

Newbury

Newport & Gwent

Newry

North Devon & North Cornwall

North East Wales*

North Herts & Stevenage

North London (Enfield, Haringey & Barnet)

North West Surrey*

North West Wales

Northallerton & The Dales*

Northampton

Northumbria*

Norwich

Nottingham

Omagh

Orkney*

Oxford

Pembrokeshire

Pendle, Burnley, Craven & Rossendale

Perth

Peterborough & District

Plymouth, East Cornwall & South West
Devon

Portsmouth & East Hampshire

Powys in Llandrindod Wells

Preston & District

Reading

Redbridge*	Swindon & District*
Rochdale, Oldham & District*	Tamworth
Rotherham	Taunton & Somerset
Salisbury & District	Teeside (Middlesbrough)*
Scarborough	Telford
Scunthorpe*	Tunbridge Wells & District
Sheffield	Tyneside*
Shetland	Wakefield & District*
Shrewsbury	Walsall & District*
Sligo	Waltham Forest (Leyton)*
Slough, Windsor & Maidenhead	Warrington, Halton & St Helens*
Solihull*	Waterford & the South-East
South Cheshire	West Cumbria
South Devon	Western Isles
South West Herts	Weston Super Mare & North Somerset
Southampton & District	Wigan
Southend-on-Sea	Winchester & District
Southport & District*	Wolverhampton
Stafford	Worcester
Stockport*	Worthing
Stoke-on-Trent & Newcastle	York
Stratford-upon-Avon & District	Yeovil, Sherborne & District
Sunderland*	
Swansea	

*These branches are part of Samaritans Central Charity as of 31 March 2023

Donors and supporters

Thank you to all our donors and supporters, including those who wish to remain anonymous. We're so grateful for the money, time and support you give to help us work towards our vision that fewer people die by suicide. Your support helps save lives. We're thankful for every penny, from the core funding that allows us to be there for people struggling to cope, to the specific funding of programmes and innovations that help us continually improve our service for those who need us. We couldn't do what we do without you.

We're mindful of the significant contribution that many people and groups give when they support Samaritans through core and unrestricted donations. We value the trust these supporters have in us, and the flexibility this gives Samaritans to put money where it is needed most urgently. We have a number of wonderful supporters giving unrestricted donations which have been critical in supporting us through a tough financial climate. We would specifically like to thank the Pears Foundation once again for their generous support this year, with their largest core grant to Samaritans yet, alongside funding to support a number of struggling branches.

29th May 1961 Charitable Trust

AD Group

AIB UK

AIG

Anytime Fitness

Ardonagh Community Trust

ASAP

Atlas Fund

Baillie Gifford

Dr Vik Bansal

Barclays

Blackrock

Bloomberg

Gemma Booker

Burberry

Byrne Dean

Cadogan Charity

Cala Homes

Cards For Good Causes

Clapp Family Charitable Trust

Coffee #1

Constance Travis Charitable Trust

Costain

Cubis

Cumberland Building Society

DB Cargo

Department of Health and Social Care

Department of Health Northern Ireland

Derek Raphael Charitable Trust

Dr Vivian Child Charitable Trust

East Sussex County Council
Flying Tiger
Garfield Weston Foundation
Gennets Charitable Trust
Gilead Sciences Ltd
Great Western Railway
Chris and Gilda Haskins
Her Majesty's Prison and Probation Service
Bernie Hollywood
IHS
In the Style
Inman Charity
Interserve Group
Irish Prison Service
John Armitage Foundation
John Browne Charitable Trust
John Coates Charitable Trust
KKR
Leslie Mary Carter Charitable Trust
Lineage Foundation
The Lord Mayors Appeal
Mayer Brown
Mostrim Groundworks
National Highways
Netcel
Network Rail
The NFU Mutual Charitable Trust
Northern Ireland Prison Service

Office for Veterans' Affairs / The Armed
Forces Covenant Fund Trust
Options Fund
Peacock Charitable Trust
The Pears Foundation
P F Charitable Trust
Phoenix Group
Pilkington Charities Fund
The Rank Foundation
Schroders
Scottish Government
Scottish Prison Service
ScS
Souter Charitable Trust
Stone Family Foundation
Three UK
Tides Foundation
TP ICAP
UK Greetings Ltd
Unbiased
VolkerWessels
VWV Solicitors
The White Company
World Gold Council
The Worshipful Company of Innholders

SAMARITANS

England & Wales - Charity number 219432

Accounts

SAMARITANS

Samaritans Annual Report and Accounts

2021/22

Trustees' Annual Report and Accounts

Strategic report.....	3
Letter from Chair and CEO	3
Our strategy	4
Equity, Diversity and Inclusion (EDI)	5
About this document	6
Our key achievements	7
Service.....	7
Access.....	10
Influence	13
Evidence.....	20
Learning from the pandemic.....	22
Financial review	23
Risks and uncertainties	27
How we manage risk.....	27
Governance report.....	28
Our structure.....	28
Our governance	29
Incidents and reporting.....	32
Service quality and safeguarding reporting – April 2021-March 2022	32
Fundraising Activities Statement	33
Statement of Trustees' responsibilities	35
Independent Auditor's Report to the Members and Trustees of Samaritans	36
Consolidated Statement of Financial Activities	40
Charity Statement of Financial Activities	41
Consolidated and Charity Balance Sheet	42
Cashflow statement	43
Notes to the Accounts	44
Reference and administrative details	66
Board of Trustees	66
Samaritans senior staff	67
Regional Directors (as of 31 March 2022).....	67
Samaritans branches (A-J).....	68
Samaritans branches (K-Z)	69
Donors and supporters	70

Strategic report

Letter from Chair and CEO

Progress in difficult times

Welcome to Samaritans' Annual Report 2021/22. We're proud to say it's been a year of enormous progress for the charity in many ways. Progress that means – even in these uncertain times – we will reduce lives lost to suicide.

The surge of interest in Samaritans we reported last year has translated into the biggest boost in volunteer numbers in five years. We warmly welcome everyone who joined Samaritans this year; it's our people – 22,000 volunteers and 300 staff – who make Samaritans who we are.

Samaritans' incredible volunteers spent over one million hours answering calls for help by phone, email, online chat and letter. Every 10 seconds, our volunteers answered a call for help from someone struggling to cope. When pandemic restrictions lifted, volunteers were also back out in communities, reaching thousands of people at events and festivals.

We supported thousands more through our self-help and Veterans apps. And it was amazing to reach the milestone of having trained 25,000 rail workers to make life-saving interventions on the railways. Underpinning all our services was our total commitment to quality standards – we made good progress in updating our training and development programme this year.

Samaritans doesn't just support people in crisis today, we also strive for a society in which fewer people reach crisis point. This year we worked to influence parliaments and assemblies across our five jurisdictions as new online safety legislation was being drawn up. We secured some important changes to the proposed law to create a kinder, safer internet but we must keep pushing until the law in the UK and Ireland protects everyone from harmful self-harm and suicide content everywhere.

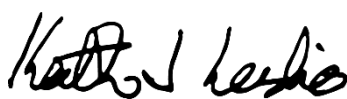
Another major area of progress this year has been the development of our new charity strategy, [*Tackling suicide together: providing a safe space in uncertain times*](#), informed by people with lived experience, our volunteers, staff and supporters. Launching in 2022, the strategy will steer our work for the coming five years, ensuring we continue to be there for those who need us most, reach out to more people to let them know we're here, make our voice heard to make suicide prevention a priority, and are sustainable for the future.

One of the key principles of this new strategy is [*our commitment to equity, diversity and inclusion*](#). We have a lot of work to do in this area and this is our public commitment to take action. It will inform everything we do at Samaritans, guiding the way we work and behave. We're also making sure our work is informed by the insights of people who have experienced suicidal feelings, suicide attempts, self-harm, or bereavement by suicide.

We have lots of work to do over the next few years, and in these difficult times our work is more vital than ever. We thank every individual, group and organisation who has chosen to support us this year to give hope to those who need it. Together, we can make change that saves lives.



Julie Bentley, CEO



Keith Leslie, Chair

Our strategy

Our last strategy, *Working together to reduce suicide*, was launched in 2015 and described our vision for 2021, our priority areas and the ways we would work better to achieve even greater impact.

This strategy period was due to end in March 2021, so the Board of Trustees agreed that 2021/22 would be a bridging year, enabling us to focus on completing the final areas of work we had already committed to delivering, some of which had been unavoidably impacted by the coronavirus pandemic. During 2021/22, we also took the time to undertake widespread engagement to inform our new strategy, hearing from volunteers, staff, people with lived experience, funders, supporters, partners and other key stakeholders.

Our new strategy for 2022-27, [*Tackling suicide together: providing a safe space in uncertain times*](#), sets out how we will achieve our vision that fewer people die by suicide. It seeks to maximise our impact as a charity through building on our achievements, whilst also making the most of new opportunities and learnings.

Through this strategy period we will continue to work across the UK and Ireland, and we'll adapt our approach to deliver the most relevant and appropriate plans across the five jurisdictions.

We will hold ourselves to account for how well we're achieving our five priorities through internal monitoring and quarterly reporting to our Board of Trustees, as well as the publication of an annual Impact Report.

This report covers the 'bridging year' between our 2015-2021 strategy period and our 2022-2027 strategy.

Equity, Diversity and Inclusion (EDI)

We've made progress in our commitment to equity, diversity and inclusion (EDI). Following an extensive organisation-wide review of how we're representing and responding to the needs of minoritised communities across the UK and Ireland, and working closely with a wide range of stakeholders, we've published our new EDI commitment and five-year goals. It is critical that we deliver against these goals to ensure that we remain relevant and accessible to anyone who needs us, whenever they need us.

To live up to our ambition, we've developed a comprehensive two-year EDI action plan for 2022-2024, which we will publish in Summer 2022, and we're investing in specialist EDI resource to help us deliver our ambitions. We've committed to regularly updating on our progress against this plan and our goals, and we're ensuring that EDI is at the heart of our new five-year strategy.

While developing our plans, we've also been able to start making progress against them, including:

- Launching our EDI staff and volunteer module for all staff and volunteers, with all new Samaritans people expected to complete it.
- Launching our EDI diversity networks, creating spaces for people with shared identities and experiences to meet and work with us on addressing their needs.
- Increasing the membership of our internal EDI forum to almost 600 staff and volunteers and creating a network of EDI leads across our branches to collaborate on how to improve our accessibility, representation and reach.
- Completing our Welsh grant funded EDI project and starting our new Scotland EDI project, with both focusing on improving the diversity of our volunteer community.
- Opening our Bradford hub, testing approaches to work closely with the local community to ensure that our volunteers are representative of its diversity.
- Starting a comprehensive project to review evidence and publish Samaritans' policy positions focusing on particular communities and identities.
- Strengthening our organisational voice on tackling inequalities in suicide risk, with positions on ethnicity and LGBTQ+ identities – as well as updated summaries of available research on suicide and self-harm – planned for publication on our website in 2022/23.
- Significantly improving the diversity of the imagery we use across our marketing and communications to ensure that it's representative of the communities we serve.
- Starting to develop relationships with organisations to deliver events and activities to improve reach to diverse communities – for example working with Diverse Matters to create guidance on working with faith and racialised communities for our Wales EDI project.

The scale of our EDI ambition is high, and we know we still have a lot to do to meet our ambitions. We are fully committed to scaling up our delivery of this work and making sure it has a tangible and positive impact on our staff, our volunteers – and crucially – the people who need our services the most in the coming years.

About this document

The following pages highlight some of our major achievements during 2021/22.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from the Scottish Charity Regulator, the Charity Commission for Northern Ireland, the Charities Regulator in Ireland and relevant bodies within crown dependencies.

In particular, Samaritans' core listening and online self-help services are available to the general public free of charge. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).¹ The full charitable objects, as stated in our governing document, are as follows:

- a) To enable persons who are experiencing feelings of distress or despair, including those who may be at risk of suicide, to receive confidential emotional support at any time of the day or night in order to improve their emotional health and to reduce the incidence of suicide; and
- b) To promote a better understanding in society of suicide, suicidal behaviour and the value of expressing feelings which may otherwise lead to suicide or impaired emotional health.

Specific work carried out to measure the impact of Samaritans' charitable activities evidenced both reductions in distress and feelings of suicide of Samaritans' callers and wider impact of our awareness-raising work, for example, an increased or reinforced sense of confidence about how to approach persons who might need help and may be at risk of suicide.

Please see our 2021/22 Impact Report for more information about our work and how it is making a difference.

¹ Equivalent purposes appear in the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Act (Northern Ireland) 2008. The Charities Act 2009 (Ireland) identifies the promotion of health, including the prevention or relief of sickness, disease or human suffering as a charitable purpose.

Our key achievements

Service

What we said we would do this year

- Continue to ensure our services are safe for those who use them and those that deliver them, for example by investing in the quality and consistency of our volunteer training and leadership programmes and setting up caller support and safeguarding hub and quality hub.
- Ensure our services are impactful, and that we can demonstrate beneficial outcomes for those who use them.
- Continuously improve our services by actively seeking the participation of the people we support, particularly making our service more equitable, diverse and inclusive.
- Develop and adapt our work environment to support new ways of working, whilst providing effective and proportionate branch support, allowing as many people as possible to volunteer for us in a way that works for them.

What we did (service delivery)

We continued to recruit new volunteers to help meet the demand for our service. During 2021, around 22,000 people volunteered their time for Samaritans, with nearly 20,000 of those being trained listening volunteers responding to calls for help. Around 2,500 volunteers supported the running of our branches, providing essential administrative, fundraising and logistical support across the UK and Ireland.

We've made a number of key improvements to the training we provide our volunteers with over the last year. We created two key pieces of mandatory continuous learning to ensure delivery of a safe, effective and positive service: *Safeguarding* and *Applying our Key Policies*, which launched in September 2021 and April 2022 respectively. Both have focused on supporting our volunteers' development in crucial areas. We've also made key improvements to help new volunteers begin their journey with us as strongly as possible, by extending the length of time of our Core and Embedding Development training programmes and by implementing greater flexibility in the way branches can deliver the content.

Over the last year we've also developed a new format for Branch Director development, with eLearning and workshops for Branch Directors taking place 4 times a year, as well as regular workshops for all Branch Directors on topics such as Leading through change, Developing effective teams and Difficult conversations. These were adapted for a virtual environment, enabling us to run workshops more frequently and allowing senior volunteer leaders across the UK and Ireland to share learnings and best practice. 135 volunteer leaders completed our Branch Director eLearning course in 2021/22.

We reviewed and improved three of our external learning courses and have introduced a further ten. We also developed our ability to work with external organisations and created bespoke programmes for several different organisations.

This year, we delivered 494 courses to 4,939 participants. This was an increase of 33% in terms of courses delivered, and an increase of 109% in the number of unique people we delivered to. These results were reflected by a 29% increase in income from our external training programmes, reaching a total of £780,000, with feedback on our new courses being overwhelmingly positive. This year we have also been developing a new brand identity for our external learning courses.

We were able to secure a grant agreement with Her Majesty's Prison and Probation Service (HMPPS) to help continue running our Listener scheme in prisons over the next three years (2022-2025). This grant will ensure we can continue to provide peer-to-peer emotional support for people in prison. Demand for this service continued to remain high, with trained prison Listeners responding to calls for help over 25,000 times, spending over 14,000 hours supporting peers. In Ireland's prisons, we managed to continue running all 15 Listener schemes and maintained a presence in every prison throughout the pandemic.

Demand for our prison-specific helpline continued to grow in 2021, with volunteers in branches answering over 410,000 calls from people in prison in England and Wales. This an increase of around 60,000 calls compared with the same period in 2020. Added to this, we were also able to start putting in place resources to support our work with prisons in the future, such as the roll-out of postvention services (support after a suicide) in pilot sites across male prisons.

We have designed and built an organisational quality hub, which is now operational with 41 listening-in volunteers and a further 29 written word quality monitors. The hub acts as our central resource for assuring best practice across all our written and spoken contact with people who use our service. Email and instant message (IM) responses are spot-checked and volunteers can listen into others' calls to highlight excellent practice, as well as instances where improvement and training is required. Over the next year we plan to increase the amount of volunteer resource in the hub to allow more quality assurance to take place.

We have designed and built a central caller support and safeguarding (CSSG) hub and app, which is now operational with 68 caller support volunteers and 26 senior safeguarding officers (with 12 caller support volunteers operating the Republic of Ireland hub). The CSSG hub manages all callers of concern, delivers all assigned and caller support plans and manages all non-urgent safeguarding referrals including external referrals and liaison with other agencies. The CSSG hub also operates a 24/7 support line for branches that have any safeguarding concerns or questions. The focus for 2022 is to increase the resource in the CSSG hub and ensure we feedback to branches on cases that they refer to the hub.

We conducted a cultural review of Samaritans' safeguarding practices towards the end of 2021, which highlighted some areas that we intend to focus on in 2022 and beyond. We also began new, mandatory tiered safeguarding training based on the 'three R's': recognise, respond, report.

In July we launched our Concerns Line, providing an alternative way for staff and volunteers to raise and/or escalate concerns. At the time of writing, this line has received a total of 23 contacts since its launch. We've also incorporated further changes to our safeguarding policies and procedures to remain consistent with the legislation and best practice set out in the Children Act 1989 (2004) and *Working together to safeguard children* (2018).

What we did (staffing and recruitment)

In the 2021 calendar year we recruited 126 staff,* with 83% of those being direct hires as opposed to 17% being filled via an agency. This saved Samaritans approximately £500,000 in avoiding recruitment agency fees.† We also supported internal mobility and secondments, equating to 20% of total hires, which was further supported by the deployment of an internal mobility page on our intranet (Sams Home) to support employees looking for a new role.

We supported line managers at Samaritans with revised policies, procedures and toolkits to aid staff recruitment and other working practices. These were implemented with our EDI commitments in mind, although it's recognised that more needs to be done. With this in mind, we also hired our first Head of Diversity & Inclusion. We also created a framework for the recruitment of Trustees and

committee members, with an improved application process, monitored diversity data and panel review sessions with leaders.

We supported our staff's health, safety and wellbeing during the coronavirus pandemic by providing several wellbeing initiatives, including the launch of the Wellbeing Wheel – an illustrative way of communicating the collective of new and existing wellbeing products available to staff. Recognising that the pandemic had an impact on holiday time, we allowed staff to carry over more of their unused holiday (as well as extending the time that leave could be taken), and we also granted staff an extra wellbeing day – in addition to their usual allocation.

We further supported staff by exploring and implementing various different ways of flexible working (remote/working from home support, virtual/hybrid meetings and events) allowing staff to 'work where you want, when you want'. This was underpinned by our principles of empowerment, trust and flexibility.

*80 people were recruited into new roles vs. 46 recruited to fill existing roles

†£5k average cost of agency hire multiplied by 104 hires

What we were not able to achieve

The national roll-out of postvention in all adult male HMPPS operated prisons was delayed due to the pandemic. Additionally, several Listener schemes were suspended due to prison movement restrictions that were implemented in response to covid.

Our intention was to significantly improve our HR information system via a thorough audit of data and functionality, as well as enabling easy extraction of key metric data; however, due to other competing priorities this was deferred to 2022/23.

Whilst we did upskill around 50 hiring managers via video webinars on our staff recruitment processes, our intention was to follow this up with more training, such as inclusive recruitment processes and competency based interviews. Unfortunately, we were not able to achieve this.

Branches also had to stop offering face-to-face support in response to coronavirus restrictions. We are now piloting face-to-face support in a small number of branches, who are also testing a new service specification that we hope will ensure a consistent and safe service for volunteers and people who call Samaritans.

Our future plans for improving access to our service

Over the next few years we plan to:

- Launch our postvention response in all public sector adult male prisons in England and Wales.
- Develop our work within other criminal justice sectors whilst recruiting more prison volunteers and Listeners.
- Further develop an excellent candidate and employee experience for recruitment and onboarding of staff, and build on our pilots of competency-based recruitment to volunteer leadership roles.
- Recruit up to 900 new volunteers through Samaritans Training School and provide training to ensure our volunteers are more confident and competent in the technology they use.
- Further improve our safeguarding practices through enhanced guidance, procedures, training and monitoring.
- Develop and implement a new outreach strategy.
- Support more inclusive and diverse recruitment of volunteers.

Access

What we said we would do this year

- Maintain our service's availability and accessibility, and strive to have the staff and volunteer capability and capacity we need to meet demand.
- Improve the perception of our services so that we're seen to be relevant by those we're seeking to support.
- Ensure our services are reliable and resilient as we invest in our infrastructure and technology, allowing our volunteers to provide their service with as little interruption as possible.

What we did

Due to demand, our NHS & Social Care Helpline provided support for over two years to those on the frontline of the pandemic. This service ran for 18 months more than was originally planned, helping to ensure there were people looking out for those looking after the rest of us. Combined with our 116 123 line, we received over 41,000 calls from people working in the NHS and social care. Originally being operated from home by experienced volunteers, this project developed to enable six branches to support the line (Birmingham, Bournemouth, Central London, Liverpool, Leeds and Manchester). The dedicated line has now closed and people who call Samaritans are being redirected to our free national helpline number, but we're incredibly proud that we were able to offer it as part of our response to the coronavirus pandemic.

Late September marked a year since we launched the pilot of our online chat service. During that first year we answered over 30,000 chats and provided over 700 hours of service to chat users. We now have 72 branches helping to deliver online chat, which is still in its pilot phase, and we're now offering training to any volunteer who wants to help support the service, as well as flexible recruitment of volunteers to help us meet the growing demand.

Although we continue to see high levels of demand for our telephone service, our research indicates that some people would prefer to contact us through online chat. For some, it's a way of communicating they're more familiar with, and those with certain disabilities are likely to find it a more accessible way of getting real-time emotional support from a Samaritan. Of those who fed back, over 60% of people who used online chat during the pilot had not contacted Samaritans previously, and over 80% reported a reduction in their level of distress as a result of using our service. These results show that this service will play a vital role in helping us be there for everyone.

We're taking a gradual approach to rolling out the service in order to ensure we can meet demand, whilst not impacting on our other channels. We expect that over time it will become an essential part of our listening service. As an indication of the future potential of this channel, NSPCC's Childline service now provide 70% of their support to young people using online chat.

Samaritans continued to provide practical support to schools, colleges and universities during the last year, having received over 171 enquiries to our Step by Step service since January 2021. Of those, 19 were following an attempted suicide.

We've been busy recruiting and training 12 additional Postvention Advisors (PVAs) in 2021, to help meet demand for this service and to replace those who've either left the role or completed their allotted time. The need for additional PVAs was particularly urgent in Wales, and so five of those recruited have been in that region. We've also produced a full suite of Step by Step documentation to support postvention in Wales, which have been translated into Welsh.

Our work to help people manage their own emotional health has made exceptional progress, with the launch of the Samaritans Self-Help app attracting over 89,000 sign-ups. We've listened to feedback from users and have made some changes to make it as helpful as possible. Some of the improvements we've made include the addition of 'in the moment' techniques, to help when people need a way to get back to the present and escape difficult thoughts, as well as a logged-out state for the app, so that individuals can access relaxation techniques without an account.

In order to provide a better service through the app, we've also been reaching out to relevant organisations for guidance on how we can more effectively signpost people to sources of support. We also plan to release functionality that will enable us to include audio tracks to accompany different techniques.

We've made significant progress in our work supporting the military and veterans in 21/22. At the beginning of this period, we successfully bid for a grant from the Armed Forces Covenant Fund Trust to support our work in helping to reduce veteran suicide. This involved partnering with the Armed Forces charity SSAFA, to see where both organisations could better collaborate to reduce incidents of veteran suicide. The partnership began in August 2021 and concludes in October 2022, with an ambitious co-produced strategy report.

To further support veterans we launched the Samaritans Veterans app in October 2021, which has so far been downloaded over 1,200 times. This was endorsed by the Ministry of Defence (MOD) and Office for Veterans' Affairs (OVA), and was accompanied by a bespoke pocket guide distributed by the MOD and Samaritans.

We've also had a number of successes in 2022, including our bid for a grant from the OVA to develop a bespoke peer-to-peer emotional support helpline for veterans as part of the Afghanistan Veterans Fund. We'll also be launching our Military Online Chat service in May 2022, which will be limited in its first iteration, but with plans to increase its scale and scope alongside our current online chat service.

During the last year we've continued to work with the Missing People charity, having answered an average of 198 calls a month from them between April 2021 and March 2022. Of the calls answered, we completed 1,601 referrals.

Our service expansion programme continued to develop over the last year with the launch of pilots at several new Samaritans locations, including our first ever campus-based hub in partnership with Anglia Ruskin University. This hub has allowed us to train students and staff from the Cambridge campus as listening volunteers to help deliver our online chat service. It is also helping to provide them with key skills to take into their future careers. We hope to expand this project by offering additional skills and experiences, such as administration and mentorship, and by rolling out another hub on Anglia Ruskin's Chelmsford campus.

Our work with Anglia Ruskin University extended to supporting the development of their Mental Health Nursing, Social Care Nursing and Paramedic students by facilitating eight placements with a total of 145 students. These included a mixture of learning activities and informative sessions delivered by our volunteers and staff, with the aim of providing valuable skills and knowledge to support them in their future careers.

Last year also saw us develop our next city hub in Bradford to follow the success of the London City Hub. We've welcomed volunteers who reflect the diversity and cultural richness of Bradford. Together, we're creating an inclusive and enriching volunteering experience so that we can best

support the people who need us. We also hope that, like the London Hub, it will allow us to offer a more scalable and flexible model of volunteer recruitment.

The London City Hub continues to go from strength to strength; as of April 2022, there are approximately 130 listening volunteers in post*, while our Sevenoaks hub has around 80.

*Volunteers undertaking at least one shift a month

Over the last year, we've worked hard to ensure that branches can carry out their vital service by supporting them with up-to-date technology. This included replacing out-of-date devices (99.5% of our branches now use ChromeOS devices and 94% of all Link activity is now performed on ChromeOS), which has significantly reduced the number of support requests relating to faulty hardware and software configuration.

We've also been busy future-proofing the branch-wide area networks to ensure that branches can continue taking calls from the 116 123 line beyond 2025, which is when BT OpenReach are planning to retire their traditional copper networks. A successful pilot of this work was completed in December 2021, with positive feedback being received in regard to call quality and ease of deployment.

We now have 370 volunteers across three virtual hubs for Email, Quality and Caller Support and Safeguarding. These hubs are now being equipped with softphone technology and Chromebooks to allow them to deliver their service out of branch.

What we were not able to achieve

Unfortunately, our campaign to recruit volunteers from the military community was delayed due to the pandemic and branch capacity, but we're aiming to renew this activity as part of the Veterans Support Hub project.

The suspension of our volunteer outreach work meant that we couldn't do any of our post-incident support or community outreach until it resumed in July.

Our future plans for improving access to our service

Over the next few years we plan to:

- Build on the learnings from the pilot phase of our service expansion programme, with a view to increasing volunteer numbers.
- Further develop our self-help products.
- Prototype and pilot a bespoke emotional support helpline for veterans and the military community.
- Begin recruiting volunteers from the military community, increasing the diversity of our volunteer base and providing an important resource for our Veterans Support Hub.
- Launch a new email service model and roll out the online chat service across our branches as widely as possible.
- Explore approaches to the provision of tailored support to at-risk groups and those with accessibility needs.
- Develop a prioritisation framework to ensure that the listening service meets the needs of people in different at-risk groups.

Influence

What we said we would do this year

- Develop our strategic partnership work in ways that will make a real impact on our service, accessibility and influencing capabilities.
- Influence responsible communication and portrayal of suicide and self-harm.
- Influence suicide prevention policy and practice to support those most at risk of suicide and self-harm.
- Maximise awareness and relevance of our brand to support our strategic partnerships and make sure that those who need our service most know that we're there for them.
- Build strong working relationships with branches to support their income-generation and identify organisation-wide opportunities for increasing income, including developing our stewardship capabilities in order to give our donors a first-class supporter experience.

What we did

Over the last year we've continued to engage and influence policy makers across the UK and Ireland. Drawing on learnings from our Online Excellence Programme about suicide and self-harm content, we have delivered a campaign to positively influence the UK-wide Online Safety Bill. Our policy report *Towards a suicide-safer internet* set out our vision for a suicide-safer online environment. We inspired hundreds of supporters to join our call for the Bill to be strengthened – 97 supporters shared their experience of suicide and self-harm content online directly with Parliamentarians on a committee scrutinising the Bill, a first for Samaritans. That Parliamentary Committee echoed our key recommendations in their final report to the UK Government, and we achieved a major policy success with the UK Government including tackling illegal suicide content on user-to-user platforms as a priority into the new law.

We've kept suicide prevention high on England's political agenda. The current national suicide prevention strategy reaches its tenth anniversary later this year and we secured ministerial commitments to an updated suicide prevention strategy, alongside a new mental health plan. We are a leading member of the Minister-led national advisory group driving forward the current strategy, as well as of its covid-19 sub-group, which was created to focus on tackling suicide prevention issues emerging as a result of the pandemic.

We have led the newly established suicide prevention consortium, bringing together the National Suicide Prevention Alliance (NSPA), Support After Suicide Partnership (SASP), and the drugs and alcohol charity With You, to connect people with lived experience of suicide and self-harm to policymakers at the Department of Health and Social Care, NHS England and the Office for Health Improvement and Disparities. The consortium's policy briefing *Insights from experience: alcohol and suicide* has helped policymakers understand what the relationship between suicide and alcohol is like for people in their own words.

We have influenced on issues facing young people experiencing suicidality and self-harm. Following our policy report *Pushed from pillar to post*, we secured an update to the guidance for IAPT practitioners, making it clear that those previously or currently self-harming without suicidal intent should not be excluded from accessing support. We published a policy report *Impact of economic disruption on young adults*, calling on Government to ensure young adults are helped back into stable, fair-paid work, provided with financial help, and given timely mental health support post-pandemic.

We worked with the ambulance sector, NHS England and the College of Policing to provide guidance and advice around how to respond to employee suicide, with new toolkits coming out this year which will be shared with all NHS settings and police forces.

Our aim to influence policy and decision-making in Scotland made significant progress, with over 100 Scottish volunteers and members of Samaritans' lived experience panel helping to inform our January submission in response to the Scottish consultation on the next national Suicide Prevention Strategy. Government officials are continuing to seek our views in advance of publication in September 2022.

Building on our report, *Hidden Too Long: uncovering self-harm in Scotland*, we developed a series of podcasts and discussion events with professionals and people with lived experience of self-harm to explore difficult issues. During a whole day of BBC Scotland coverage highlighting our work, the Minister for Mental Wellbeing agreed to our request for a new self-harm strategy for Scotland, and has met with us repeatedly to seek our advice on its delivery.

We also secured vital funding from the Scottish Government for our helpline and online chat rollout, as well as to support our plan to extend reach through a programme of work for lone and isolated workers in the remote West Highlands. This began in 2021 with a bespoke rollout of our *Real People, Real Stories* campaign in local communities, which we plan to build on with additional funded activity into next year.

In Wales, we've continued to work hard to address socioeconomic disadvantage and its effect on mental health and suicide risk. Part of this work has involved the continued provision of the secretariat for the Cross-party Group on Suicide Prevention, and we're now active members of the cross-party groups on both mental health and poverty.

Our influencing work in Wales also had us feed into the planned review of Talk to Me 2 (the national suicide and self-harm prevention strategy), and we've consulted with the Welsh Government on aspects such as the benefits system, mental health inequalities and the new Curriculum Bill. For the latter, we collaborated with Mind Cymru and Lynne Neagle MS to table an amendment to the bill, placing a duty to "have regard to the mental health of children and young people". This amendment passed successfully and was a great achievement for Samaritans.

In April 2022, the Welsh Government announced the Real Time Suicide Surveillance (RTSS), a new national monitoring system designed to collect information on suspected suicides to inform future prevention strategies. We've lobbied for better data collection in Wales for many years in regard to suspected suicide, so we publicly welcomed this announcement.

A highlight from last year was our policy roundtable on increasing awareness of the link between poverty and suicide in Wales, which had high attendance from a wide range of frontline public services and stakeholders. We've also continued to present our self-harm report at several suicide prevention forums, and following this we've produced a comprehensive resource titled *Finding your way: A guide for anyone who is struggling to cope*, launching in May 2022.

We continued to meet with civil servants, politicians and policy makers to promote policy development in Northern Ireland. We also developed and promoted key priorities for preventing suicide in Northern Ireland for the Assembly Election. We developed a Northern Ireland Action Plan, which will complement Samaritans' overall strategy. A highlight of the past year involved the Belfast Lord Mayor hosting branch volunteers at a reception in Belfast City Hall, following a motion of support at full council. Belfast is the oldest Samaritans branch in Ireland and celebrated its 60th anniversary in 2021.

Our ability to support people struggling to cope in Northern Ireland was supported by our continuing collaboration with Helplines NI, as well as our continued partnership with the Gaelic Athletic Association (GAA) and our work with the Northern Ireland Prison Service Listener Scheme.

Our influencing work in Ireland began this year with the completion of the first phase of the governance and structure review in April 2021. This followed a decision by the Samaritans Central Charity and the Ireland Board of Trustees to devolve additional responsibility to the Samaritans Ireland Board in terms of policy and influencing, strategic partnerships, income generation and brand promotion. Phase two of this project is due to be completed in 2022.

We also contributed to online safety legislation in Ireland by making three key recommendations to policymakers, with two of those being implemented and the third under consideration. Following the publication of our 2020 Impact Report, Samaritans Ireland staff and the ROI Regional Director appeared before the Mental Health Committee to discuss our services and the impact of the pandemic on people who call us, which was warmly recognised.

A particular highlight in Ireland was the marking of the longest night of the year with over 100 landmarks being lit up in green on 21 December, showing people that we're there for them during their darkest hours. This successful event was further promoted by Taoiseach Michael Martin tweeting an image of government buildings in Samaritans green.

The third Monday in January this year saw the return of Brew Monday, when Samaritans reminds everyone to reach out for a cuppa and a catch-up with the people they care about. We saw fantastic engagement on the day and our messaging was well-received, especially our Blue Monday myth busting.

We had amazing support from celebrities this year, with Julie Walters, Keith Lemon, James Acaster and more starring in this year's Brew Monday film. Compared to last year, we saw a 60% increase in views across our video content on the day. On social media, we saw a 48% increase in engagement and a 129% increase in link clicks.

Despite the challenges posed by the pandemic, funding secured from our partnership with Network Rail enabled 80 Samaritans branches to successfully hold more than 120 station events for Brew Monday. Others held virtual events or local events in their community, including at cafes and libraries. The Rail Programme team organised and delivered a flagship Brew Monday event at London Waterloo station, with Deputy Transport Minister Wendy Morton in attendance.

Liz Twist, MP and Samaritans volunteer, hosted a virtual afternoon tea on Brew Monday, which was attended by 25 MPs from across the political spectrum. We also had fantastic support from many of our corporate partners and high value funders. Highlights included Brew Monday events at NFU Mutual, Three, Phoenix Group and Schroders, as well as a special Brew Monday offer from Wimpy to raise funds for Samaritans.

We've again made a significant impact on Britain's railways over the last year with the delivery of the fifth phase of our Small Talk Saves Lives campaign, in partnership with Network Rail, British Transport Police (BTP) and the wider rail sector. This campaign achieved fantastic results, with 71% of people who had approached someone in distress on a platform saying they had done so after seeing and feeling encouraged by our materials. This was an increase compared to Phase 3 (up from 52%).

We were delighted to reach a key milestone for our Managing Suicidal Contacts (MSC) programme, having now trained over 25,000 rail staff. This helped empower rail staff to make an incredible 1,591 life-saving interventions on the rail network. We also launched our first step-down training

programme on the MSC course, which will result in train companies being able to deliver the course internally for the first time. We've also created the first guidance document for the rail sector that focuses on how to support someone who may be vulnerable over the phone or via social media. This document will provide best practice guidance to call centre and social media staff who've previously had little training in supporting vulnerable people.

We've also continued to embed and increase our community-level partnerships for rail locations of concern. Our regionally based team worked with local authorities, BTP, Public Health England, train companies and other local stakeholders to address the factors that may be increasing the risk of vulnerable people taking their lives in specific locations on the rail network. One of the activities this resulted in was our community roadshows. We delivered nine roadshows across England and Scotland, raising awareness of Samaritans and other local services.

In 2021 we continued our partnership with National Highways, working with the Design Council to examine the design and technological challenges that National Highways face at high-risk locations. This collaborative project generated ideas for design-led solutions that could be developed and tested, with the ultimate goal of making the road network more secure, changing perceptions of high-risk locations in the minds of their communities, and helping to break through suicidal thought patterns for those at risk.

We also engaged with city and county councils to improve suicide intervention strategies at high-risk locations and supported a range of organisations with the use of crisis signage across their estate – including National Car Parks (NCP).

We continued hosting the National Suicide Prevention Alliance. The NSPA's membership has grown significantly over the last year, with over 1,400 organisations and individuals joining the effort to prevent suicide. We supported them to deliver a highly successful 8th annual conference in January 2022, to around 300 delegates, with keynote speakers including the Minister for Care and Mental Health and Professor Louis Appleby. Throughout the year, NSPA continued to run online discussions and webinars creating spaces for hundreds of professionals from different sectors to address the challenges posed by the pandemic. Their World Suicide Prevention Day campaign was their most successful ever, with 113,000 Twitter impressions between 9-11 September, 400 new followers and over 9,000 views on our website.

After last year's launch, the NSPA's Lived Experience Network continued to grow and now boasts a panel of over 360 people working alongside 33 Lived Experience Influencers, who have taken part in a range of activities to influence suicide prevention. This included informing Government policy, public speaking and advising other influential groups and organisations. The NSPA has also worked with a range of organisations to promote good practice when involving people with lived experience in suicide prevention work.

We also continued hosting the Support After Suicide Partnership, a UK-wide network supporting people bereaved by suicide. In September 2021, SASP published *First Hand*, produced in collaboration with Grassroots and Thrive LDN (a citywide movement for improved mental health). *First Hand* is a booklet and website designed to support people making sense of their thoughts and emotions after witnessing the suicide of someone they didn't know.

SASP continues to support the NHS England funded roll out of suicide bereavement support services across England, providing support to ensure high quality services are in place across the country. As part of this SASP published a set of Core Service Standards, based on the shared experiences of existing commissioned services and informed by the latest available evidence.

Our work in influencing the way suicide and self-harm is reported in the media continued to make an impact, with our media advisory team monitoring 5000 news articles and providing bespoke advice to nearly 500 contacts. This invaluable and trusted service continued to grow, as we received a 31% increase in requests compared to the previous year. The amount of training we were able to provide also grew, as the volume of sessions we delivered trebled over this period. A total of 44 training sessions were delivered to media outlets and communicators, which was helped by our implementation of virtual training in response to the pandemic.

We launched a new quarterly training programme with The Independent Group, as well as a training programme for universities that offer journalism courses. We also published new guidance for reporting on self-harm and suicide content online, and a paper that we contributed to, analysing news reports of suicide during the pandemic, was published in *Crisis: The Journal of Crisis Intervention and Suicide Prevention*.

Our online harms advisory service was a valuable resource in protecting potentially vulnerable web users last year, responding to 133 concerns relating to self-harm and suicide content online. Our industry guideline pages also received over 2,800 views in the same period. Our toolkits to help users equip themselves with ways to stay safe when viewing or posting content relating to self-harm and suicide were also viewed over 19,000 times.

Over the last year we launched two new programmes of work: a digital learning hub to provide practitioners with the skills and confidence needed to talk to their service users about their online use, and safety resources to help young people stay safe online and support others. We also launched a social media campaign in order to get our key safety messages to users, which reached over 1.7 million people across Facebook, Twitter and Instagram.

Samaritans has enjoyed significant press coverage over the past year, with a highlight being securing the main headline slot on the *BBC 10 O'clock News*, as well as the *6 O'clock News* and BBC News website, for our campaign to toughen up the Online Safety Bill. The *Real People, Real Stories* campaign, featuring former international rugby union referee Nigel Owens, has received over 150 pieces of coverage to date, including in the *Daily Mail*, *Daily Telegraph* and *The Times*.

The announcement of Scarlett Moffatt as a Samaritans ambassador received widespread coverage during Mental Health Awareness Week, including on ITV's *Lorraine* and *BBC Breakfast*, while our story about a Samaritans trained rail worker saving lives on the railway was featured on *Channel 5 News*, *Channel 4's Steph's Packed Lunch*, BBC Asian Network and in *The Independent*.

Samaritans also enjoyed coverage in the *Daily Mirror* to help promote our app supporting military veterans, and we were delighted to have HRH Prince Charles visit our Gloucester branch to celebrate its 50th anniversary (which was also covered in several news outlets, as well as being featured on BBC's *Have I Got News For You*).

Our suite of digital content continued to reach more and more people, with the total amount of visitors accessing our website exceeding 5.4 million, and over 2.2 million people engaging with us on social media. Over the last year we sent nearly 520,000 emails to our supporters and received over 203,000 comments and messages. Our social media audience also saw growth of 12.4%, reaching 431,000 people.

Samaritans continues to be one of the UK's most successful charity brands, with high levels of awareness, trust and support. Many of the UK's largest charity brands are seeing declines in awareness, while Samaritans remains steady, which is a good achievement considering the context.*

We are considered to be relevant, with a clear differentiation to other charities within our field. More than 7 out of 10 people surveyed said that Samaritans makes a real difference in the world. Samaritans' brand personality matches very closely with how the public would define their ideal mental health and wellbeing charity: supportive, caring, friendly and trustworthy. Younger people are more likely to see the brand as inspiring and empowering than older people†.

*NFP Charity Brand Monitor 2021

†NFP Synergy Charity Brand Evaluator Research January 2022

Our corporate partners continue to support us in new and engaging ways. We've also seen success with other partners, such as Phoenix Group, who have raised over £340,000; The Ardonagh Community Trust, who have raised over £95,000 this year alone; and Barclays, who have helped us to reach millions of people with advertisements in national press coverage and on ATM screens across the UK.

We marked another year in partnership with the Lord Mayor's Appeal, with volunteers from across the organisation taking part in the annual The Lord Mayor's Show. During Mental Health Awareness Week, Newcastle Falcons Rugby Club chose to support Samaritans for a match-day takeover, with Samaritans' fundraising and awareness raising messages at their season finale against Kingston Park.

In April 2021 we launched our *Better Phone Friend* campaign, in partnership with connectivity company Three, which encourages everyone to become better phone friends. This had an overall PR reach of over 2.2 million people, securing over 187 pieces of coverage, including in print media (*Metro*, *Independent*, *Hello!*), on TV (Channel 4, ITV and the Premier League), and radio. Online, there were over 110,000 visits to the *Better Phone Friend* campaign page on Three's website, with over 7,000 clicking through to view Samaritans' SHUSH Listening Tips.

Pears Foundation provided transformational support, including a vital donation to support our core work, a grant to the Suicide After Support Partnership (SASP) and a grant through the Community Match Funding Scheme with DCMS. This funding has allowed us to make 218 grants across the UK and Ireland to support our branches both during pandemic restrictions and in opening up after restrictions eased. These grants helped branches cover the costs associated with keeping volunteers safe during the pandemic, updating branch technology, as well as helping to create 50 new duty stations across the branch network, allowing more volunteers to return to shifts. We are very grateful to Pears Foundation for their support.

Our Small Talk Saves Lives campaign entered its fifth phase in August 2021, in partnership with Network Rail (NR) and BTP, and continued to build on the successes of previous years. The campaign, encouraging and empowering rail passengers to strike up a conversation when they see someone in distress on a platform, achieved a reach of an estimated 8 million people. Our results showed that 50% of people who travel by train recalled seeing the campaign, which is the highest percentage achieved for any phase so far. Our results also showed that the campaign had generally helped those who had seen it to recognise when someone might need help (65%, compared to 46% of people who hadn't seen it).

We were also able to demonstrate that the campaign was empowering people to make small but potentially lifesaving interventions when noticing someone in distress. Of those who had seen it, 78% of people said they would be more likely to approach and speak to someone they thought was in distress, versus 61% of those who hadn't seen it. Furthermore, 71% of those who had approached someone said they felt encouraged to do so by the campaign.

We saw increases in almost all of the metrics used to measure the impact of the campaign when compared with previous phases, demonstrating that the award-winning *Small Talk Saves Lives* is continuing to grow and is making an even bigger difference to people on the rail network.

We also reached more men in rural communities with the third phase of our *Real People, Real Stories* campaign, which was supported by The NFU Mutual Charitable Trust, the Scottish Government and the Welsh Government. This campaign aims to reach men in rural communities who are struggling to cope, encouraging them to seek help by contacting Samaritans.

As part of this campaign, we ran a survey to understand the impact of the pandemic on men in rural communities. The evidence suggests that men in rural areas are less likely than men in urban areas to reach out for support if they're struggling, and that there are a variety of factors stopping them from doing so, such as stigma of speaking out, not knowing who to turn to and lack of awareness of available support (Opinium Research, 2021).

The NFU Mutual Charitable Trust promoted this campaign with gifted advertisements in key publications, including *Countryside*, *Farmers Guide*, *Farmers Guardian*, *Scottish Farmer* and *South East Farmer*, and we shared a video featuring NFU Mutual Chairman Jim McLaren MBE.

During March 2022, the *Real People, Real Stories* campaign was live across digital channels, on radio, in trade titles, in branches and shared via key partner organisations' channels. We secured approximately 160 pieces of coverage, including 25 pieces of trade coverage (read by those who the campaign was attempting to target), and this meant that the campaign was seen by over 20 million people.

What we were not able to achieve

Our planned attendance at national Welsh events, such as the Royal Welsh Show, the Eisteddfod and Pride Cymru, were postponed due to the pandemic, but we're set to attend all three in 2022 and we continued to run events and participate in various high-level meetings. We were also able to secure a high-level sponsorship package for the Royal Welsh to help us reach the rural and farming community.

We unfortunately had to cancel two large scale Brew Monday events in Glasgow Central and Cardiff stations in January, due to pandemic restrictions.

Our future plans for expanding our influence

Over the next few years, we plan to:

- Use our influence to ensure the codes of practice of a new Online Safety Bill help to protect people of all ages, across all platforms, from harmful suicide and self-harm content.
- Influence the development of a new cross-government suicide prevention plan for England that is properly resourced and managed to ensure effective local and national delivery.
- Work with our branches to influence local policies and practices that impact suicide risk in their communities.
- Expand our media advisory service to reach additional communicators and sectors, enhancing our ability to support responsible communications.
- Develop our public affairs, policy and campaigning capacity by: expanding lived experience voice; broadening policy focus; engaging supporters to help us achieve our priorities; broadening our function to support service delivery.
- Pilot regional influencing in England, whilst also expanding our influencing work in Scotland, Wales, Northern Ireland and Ireland.

Evidence

What we said we would do this year

- Build and translate evidence about suicide and suicidal behaviour, increasing our understanding of risk factors so that we can better serve those at higher-risk.
- Fill key gaps in our knowledge base to inform the development of a new strategy.

What we did

This year we continued to build our evidence base, utilising new knowledge to inform our services, communications, and influencing work. We also developed our approach to working with people who have lived experience of suicide and self-harm, harnessing their unique perspective and embedding their voice across Samaritans as a key source of evidence and insight.

We launched our first ever Lived Experience Panel of people who have experience of suicide, self-harm or using Samaritans' services. The panel has over 400 members after the first year who take part in fortnightly research activities to inform a variety of Samaritans activities, including our influencing work, service development, and research and evaluation work. We've also created a variety of paid roles within programmes of work for people with lived experience, providing new ways for them to make a meaningful contribution to our work.

Our continuing research into the impacts of the coronavirus pandemic provided us with a valuable understanding of this unique period. We did this through a programme of research that helped us identify profound social, psychological and economic impacts of the pandemic for those who use our services or who might be at increased risk of suicide. The results of this research are currently influencing our work around national pandemic recovery, and are laid out in the following publications:

- ***One year on: how the coronavirus pandemic has affected wellbeing and suicidality*** brought together analysis of our operational data, volunteer surveys, secondary analysis of the *Covid-19 Mental Health and Wellbeing study* with Glasgow University, and external literature – to help us understand what a year in the pandemic looked like for people who call Samaritans.
- ***The impact of economic disruption on young adults*** explored the direct impact of economic disruption on factors related to suicide risk among young adults. It sought to understand if young adults who've experienced 'economic disruption' through a change of income (eg, job loss or working fewer hours) are also more likely to experience increases in risk factors for suicide.
- ***Life during the pandemic*** documented the stories of 15 people who've felt suicidal or self-harmed since the pandemic began, exploring their challenges, hopes and coping strategies.

Through our evaluation work, we've continued to increase our understanding of the effectiveness of our services and activities. This has included research into the impact of our Caller Support plans for people who need additional support from Samaritans, as well as research with people who call our helpline frequently to understand their experiences and how we can serve them more effectively.

We've continued to use evidence to directly inform and improve our service development and influencing work, and to inform the development of our new five-year strategy. In doing this, we used the most up-to-date evidence available on suicide risk and the effectiveness of preventative suicide interventions to shape our approach in achieving our vision over the coming years.

We also conducted research to understand the needs of people whose circumstances mean they're at higher risk of suicide, for example construction workers, to inform our service development and to explore how peer support can help people who self-harm, whilst also engaging people who have self-harmed in our response to new NICE guidelines.

We've also significantly improved our research ethics policies and processes to support the increasing volume of research being conducted within Samaritans. This will help us ensure that all research is completed to a high ethical standard and that our staff and volunteers have the relevant skills to carry out the research. This involved training more than 80 staff members in research ethics and appointing three new professional members of Samaritans' Research Ethics Board. We'll also be recruiting new members who can bring expertise and lived experience in 2022.

We've continued to bridge the gap between academia and a range of different sectors. We know how important it is that research is designed, conducted and translated with the 'real-world' impact in mind. To do this, we:

- worked collaboratively with the Office of National Statistics to promote and disseminate the latest statistics on suicides in the UK;
- were commissioned by NHS England and HMPPS to research the effectiveness of suicide prevention in prisons in London;
- worked in partnership with academics and third sector research organisations;
- provided cross-sector support through the translation and provision of evidence, including to Highways England, Network Rail and the Ambulance Service;
- provided input to the NHS England community mental health transformation project, led by the University of Manchester, as a member of the Expert Reference Group.

What we were not able to achieve

We planned to complete a study to better understand the impact of our helpline in Ireland, however we were unable to do so due to delays caused by the pandemic.

Our future plans for developing our base of evidence

Over the next few years, we plan to:

- Conduct new research into the impact our services have on people under 18 years of age.
- Conduct research into suicide and self-harm among specific groups who have increased risk of suicide.
- Conduct a national survey to better understand experiences of suicide and self-harm, and use of our service, so that we can develop further knowledge on how we can better help people.
- Extend our work on caller outcomes to ensure that outcome measurements across all our services are collected more consistently.
- Expand and enhance our research function through development and roll-out of an organisation-wide programme of research into what is working well and what can be improved.

Learning from the pandemic

Over the past few years, the coronavirus pandemic has presented a significant challenge. Lockdown restrictions meant that some of our awareness campaigns and fundraising events were impacted by cancellations, delays and other issues. Our recruitment and training of volunteers was also affected, and our face-to-face support had to be put on hold.

We've recognised, however, that there are ways we can adapt our service and ways of working so that we can still be there for anyone that needs us, 24/7. Some of the ways we're doing this are:

- Empowering staff by implementing flexible working and providing support for home-working and online/hybrid training and events. Samaritans' staff are encouraged to work in whatever way they feel most productive and in a way that supports their wellbeing.
- Increasing access to our service in the community through the development of a new outreach strategy. Although we're currently unable to offer direct face-to-face support in most branches, our new outreach strategy will ensure we can continue being visible and available to the communities we serve.
- Increasing the representation of and access to Samaritans for people in prison by launching our postvention response services in all adult male prisons.
- Adapting so we can offer volunteering opportunities to more people, in different circumstances and in different places, through our service expansion programme. In turn, this will enable us to recruit more volunteers to meet the demand for our service, and it will be supported through enhanced safeguarding processes.
- Continuing to work towards our vision in different ways, for example through our helpline services, campaigning and influencing work, and self-help tools.

Financial review

Overview

During the year we continued to adapt our service to support people during the ongoing pandemic, we made further investments in our core service, developed our new strategy and delivered the closing stages of the *There for Everyone* programme.

The financial statements of the consolidated charity group for the year ended 31 March 2022 show a net decrease in funds of **£0.3 million**.

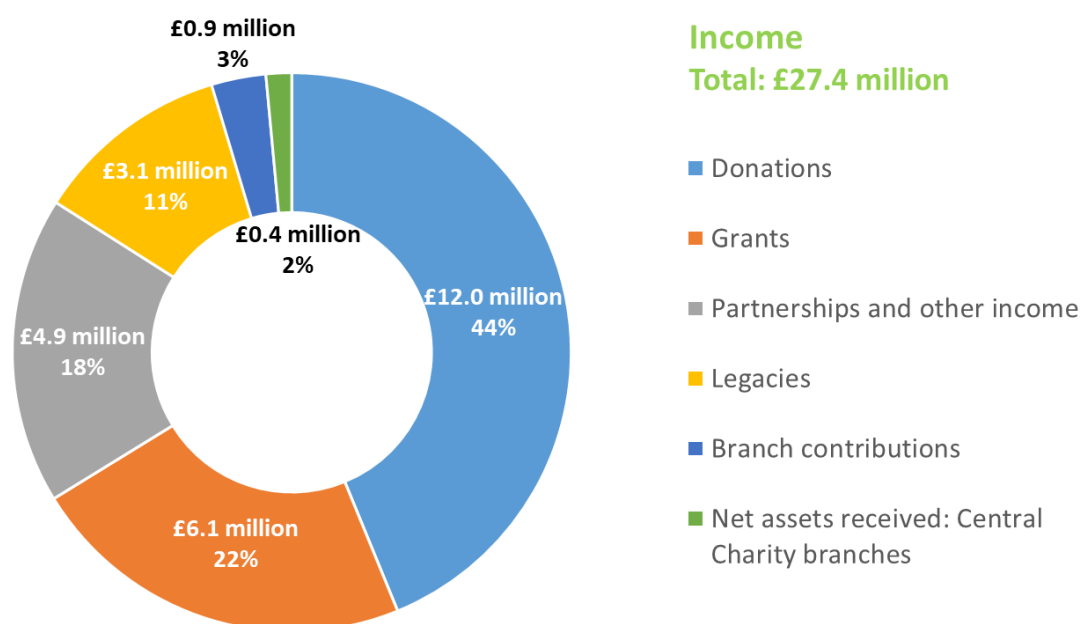
The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2021, our volunteers spent **1.1 million hours** delivering the core listening service alone, which is estimated at a value of **£16.8 million***. The total value of time given by our volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included.

Volunteers are the foundation on which the strength of Samaritans' service is built.

*Applying the median gross hourly rate for full time workers in the UK

Source for earnings data: Office for National Statistics

Income



Total income for the year was **£27.4 million** (compared with £28.2 million in 2020/21). Of this decrease, £0.7 million relates to Samaritans Ireland – mostly due to a large legacy received in 2020/21. In respect of ongoing activity, donations from individuals are still the largest source of income.

Samaritans' fundraising continued performing at a similar level as the previous year, despite the ongoing challenges and uncertainty caused by the pandemic. Our supporters responded to a range of campaigns and appeals, including an appeal to help expand our online chat service. Community and events fundraising continued to grow, adapt to and benefit from a virtual model, however we did see a decline in the return on investment. We continued to diversify, grow and learn from our fundraising products, including Stream for Samaritans, the Feel Good Book Club and our online shop.

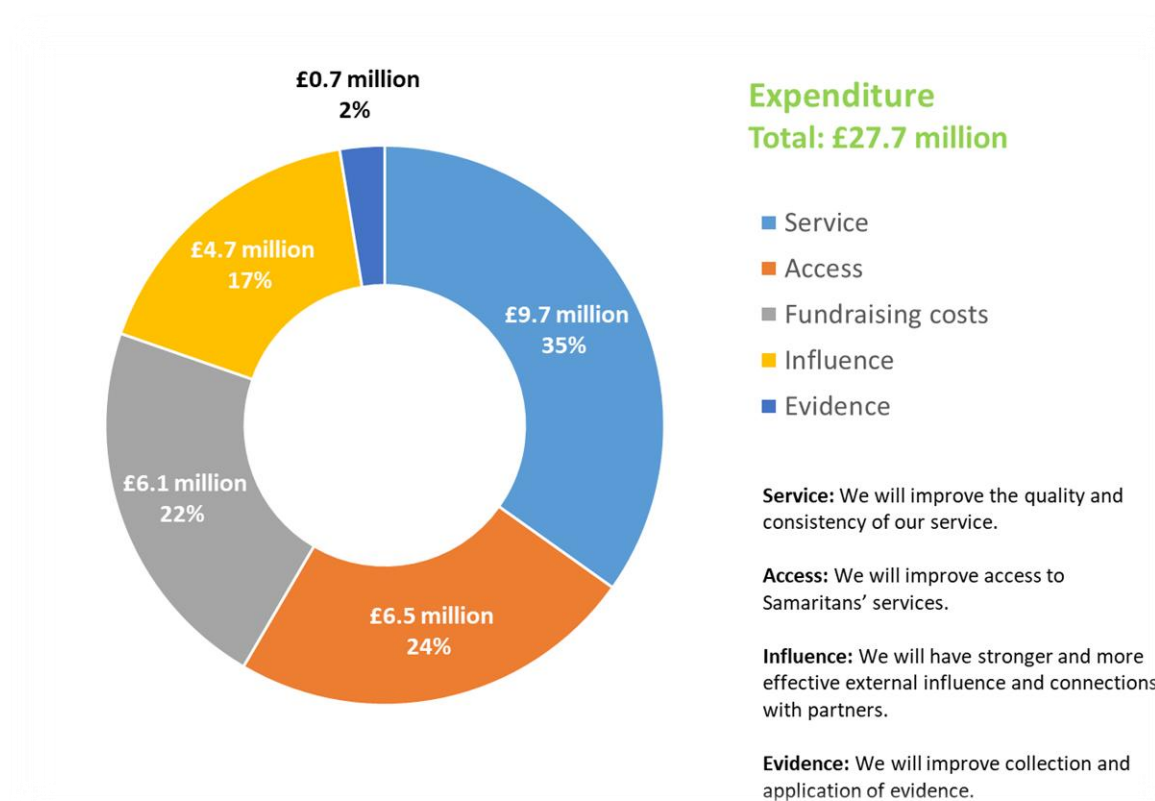
Grant income included funding from the Department of Health, which contributed to the cost of calls to our freephone helpline. This totalled **£510,000** in 2021/22 (and now stands at £1.8 million over 4 years).

Samaritans' extensive range of fundraising activities included community events, sporting and challenge events, appeals to individual donors and legacy appeals, as well as generous support from companies, public bodies and trusts. We're committed to putting supporters at the heart of our fundraising so that we can continuously improve how we raise money.

We're incredibly grateful to each and every donor for their support. A list of our major supporters can be found on page 70.

We recognise the importance and value of our long-term funder relationships. This year we welcomed support from new partners (including Three and Phoenix Group), and we're grateful to our valued partners who continue supporting us, including The Lord Mayor's Appeal and Pears Foundation. In addition to the fundraising activities mentioned above, our other major funding streams included our partnership with Network Rail for the delivery of a suicide prevention programme, grant funding from HMPPS to support the prison Listener scheme, and funding from HSE Ireland towards the running of our Freecall service.

Expenditure



Total consolidated expenditure, including the value of donated advertising, increased from £22.0 million in 2020/21 to **£27.7 million** (an increase of 26% from the previous year). This reflects additional activity during the year – including adapting the service to the ongoing pandemic, further investments in the core service, and development of the new strategy. During 2021/22, fundraising costs amounted to **£6.1 million** (an increase of £1.7 million), reflecting investment in new products such as virtual challenge events and streaming, but also increasing our capacity so that we can build on the growth we achieved over the past five years.

Total charitable expenditure amounted to **£21.7 million** in 2021/22, compared with £17.7 million in 2020/21, which is analysed in detail in Note 7 to the Accounts. We're committed to maximising the proportion of expenditure in developing and delivering our service, responding to the increasing demand for our services and reaching more people through the communication channels they wish to use. During the year we delivered the closing stages of the major investment programme *There for Everyone*, focusing on developing new digital channels for the service, updating our processes and systems, supporting our beneficiaries more effectively, and developing our learning and development capabilities both within and outside the organisation.

Charitable expenditure during 2021/22 represented 78% of total expenditure (80% in 2020/21), reflecting the additional investment in income generation during the year.

Reserves policy

In setting the reserves policy, the Board of Trustees considers the need to provide against any future income shortfall, fulfil working capital requirements and allow funds to be available to support service developments. This is balanced against the need to spend reserves now to deliver services to meet beneficiary needs.

The target range for free reserves has been set at **between four and twelve months** of general expenditure, which as at 31 March 2022 equates to £7.3 million and £21.8 million respectively. The target range was widened in 2020/21 to account for increased uncertainty, both for income and potential service need during the covid pandemic, and the same target range has been maintained for 2021/22.

This year the Board of Trustees agreed a balanced core budget along with an additional investment of £2.5 million across service development, fundraising and core infrastructure. We had therefore anticipated that the level of free reserves would reduce during the year.

As at 31 March 2022, the total consolidated funds held by the group amounted to **£29.1 million**. Of these funds, £25.6 million are unrestricted and £3.5 million are restricted. Within unrestricted funds there are six designated funds amounting to £13.9 million:

- £8.4 million representing fixed assets including all the SCC branch properties;
- a £0.3 million property maintenance fund to maintain SCC branch properties;
- £0.2 million to complete the *There for Everyone* programme;
- a £1.3 million service expansion fund to widen the reach for beneficiaries;
- a £3.2 million Strategy Development fund to deliver the new strategy from 2022/23 across the whole organisation including affiliate and central branches; and
- a £0.5m fund to progress several key workstreams in Ireland over the next two years.

The remaining unrestricted funds are classed as free reserves. As at 31 March 2022 free reserves stood at **£11.7 million** (£11.8 million in 2021), equating to 6.4 months of general expenditure (9.3 months in 2021), which falls within the target range.

In anticipation of a potentially challenging fundraising environment, partly resulting from the current cost-of-living crisis, and the major investment planned for the new strategy period, the Trustees have agreed to continue with the widened target range for free reserves of **between four and twelve months** of general expenditure.

The reserves policy will continue to be reviewed on at least an annual basis.

Investment policy

The overall investment objective is to achieve a positive real return (adjusted for inflation) over time. For short-term investments, the return is likely to be in income with an emphasis on capital preservation and limited credit risk. For longer term investments there is no explicit income objective, but a desire to increase the value of the group's assets above inflation.

J Hambro & Partners are the appointed investment managers, and as at 31 March 2022 the value of the portfolio managed was £2.0 million (£1.5 million in 2021), reflecting an additional £0.5 million invested during the year and £0.0 million net gains on investments (£0.2 million in 2020/21).

Additionally, £3.0 million is held within the Charities Official Investment Fund (£3.0 million in 2021).

Samaritans endeavours to invest in a way that reflects our values and does not run counter to our charitable aims. The portfolio managed by J Hambro & Partners applies negative screening to avoid direct investment in companies where more than 5% of the most recent year's reported or estimated revenue is derived from activity that we consider to be inconsistent with our values or charitable aims. The Charities Official Investment Fund is a long-term, sustainable investment solution which incorporates environmental, social and governance (ESG) considerations into the investment strategy. We review our approach to ethical investment on a regular basis.

The Trustees regularly review the proportion of funds invested for the longer term in the context of revised financial projections, our reserves policy and service investment requirements in coming years.

Subsidiaries

As the trading subsidiary of Samaritans, the substantial majority of the turnover of The Samaritan Enterprises Limited remains the contract with Network Rail.

Samaritans Ireland supports the Central Charity in the delivery of our strategy in Ireland.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We continue to review all income streams and have carried out sensitivity analysis to enable early planning should income expectations not be met or core expenditure requirements exceed central projections. The uncertain inflation outlook has also been factored into our scenario planning and contingency options. Income and expenditure are reviewed and 'stress tested' as part of our regular forecasting and budget process.

There are a number of options open to us if we need to cover any funding shortfall, including utilising unrestricted reserves and re-prioritising activity planned for the coming period. When making decisions we will be guided first and foremost by the new strategy.

Based on the current reserves position, the forward projections of income and expenditure, and the ongoing scenario planning activity, the Trustees consider that Samaritans is able to continue as a going concern.

Risks and uncertainties

How we manage risk

The Board of Trustees is accountable for risk management, with operational responsibility delegated to the Executive. The Audit and Risk Committee, as a sub-committee of the Board, reviews key risks and the adequacy of mitigating actions on a regular basis. The Committee reports to the Board quarterly. A comprehensive annual planning and budgeting process is approved by the Board, during which a thorough assessment of key external and internal risks is undertaken. The Board also receives risk evaluations on major new areas of activity.

Our risk identification and risk management process has been established for many years. To support the new strategy, we developed this further by reviewing our risk appetite in key areas to help inform strategic choices. We also undertook a more detailed risk control review to support the strategy.

Our top five risks, as identified in the Risk Register at the end of the financial year, with key managing actions, are as follows:

Risk Description	Managing actions
Failure to operate a safe and effective service	1. Email quality enhancements. 2. Launch of safeguarding trainer-led skills practice session. 3. Cultural review of safeguarding practice. 4. Threats of harm policy discussion.
Lack of effective leadership affecting service delivery	1. Organisation design review. 2. Updating operating agreement and schedule of authority.
Resourcing and people	1. Capacity building. 2. Realising the benefit of new structure and ways of working. 3. Organisation design review of both volunteer and staffing structures. 4. Developing employer brand to attract and retain diverse talent. 5. Review of staff benefits and engagement approach. 6. Talent and career development plans. 7. Volunteer leadership survey and retention review.
Demand for service exceeds supply	1. Service expansion scale up. 2. Capacity improvement project. 3. Development of volunteering retention tools and resources.
Data Protection	1. Data Protection project/plan.

For much of 2021/22, introducing new safeguarding practices to mitigate risk in this area was our highest priority. Progress has been made, but we will continue to focus on this key area for 2022/23. Among other key risks for the forthcoming year, focus will be around the income outlook/cost of living pressures, which will be closely overseen by our Finance Committee throughout the year. Our organisational design work, and the foundational work in the first year of our strategy area are also being implemented with key risk reduction in mind.

Further embedding risk management is a priority for 2022/23 as we continue to clarify our risk appetite and manage emerging risks and opportunities from our new strategy.

Governance report

Our structure

Samaritans is a charitable company limited by guarantee. We were founded by Prebendary Dr Chad Varah CH CBE MA in 1953 and incorporated in 1963.

Samaritans has more than 200 branches and locations across the UK and Ireland. During 2021, around 22,000 people volunteered their time for Samaritans and helped ensure our services were always available across our multiple platforms. The Central Samaritans team also carries out research, development and evaluation to support our influencing work, and service development, which supports our volunteer recruitment and development activity and raises income to underpin the whole organisation.

The group comprises three entities, all of which are consolidated into the group statutory accounts:

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.
- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 per cent shareholding. The object of the company is to procure profits and gains as a trading subsidiary for the purpose of paying them to Samaritans.
- Samaritans Ireland, which is an Irish charitable company incorporated in 2007 that is limited by guarantee, with Samaritans being the sole voting member. A review into the activities carried out by Samaritans Ireland is underway to clarify and update the key responsibilities of the subsidiary. Particular focus is being given to public policy, influencing, partnership working and income generation in both the Republic of Ireland and Northern Ireland.

Branches

There are over 200 Samaritans branches operating in the UK and Ireland as well as the Channel Islands and the Isle of Man. These branches are run by volunteer Branch Directors and operate either as part of Samaritans Central Charity or as an incorporated charity operating through an affiliation agreement. 57 of these branches are part of Central Charity and 144 branches are affiliated. The finances of affiliated branches are not consolidated into Samaritans' group accounts.

Regions

The branches are organised and work together in 14 geographical regions and an additional 'region' to oversee Service Expansion. Each region is led by a Regional Director; volunteer leadership roles who provide a key link and communication channel between Central Samaritans and the wider organisation and play a vital role in supporting our branches and implementing agreed policy.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and, as of 31 March 2022, consists of 15 members. Trustees are also the directors of the company, and a majority must be Samaritans volunteers at branches or in another capacity. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

The Board is advised on key strategic and policy issues by the Regional Councils. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

The Council of Samaritans meets annually. It comprises the 201 Branch Directors, 15 Regional Directors, up to 10 Functional Leads and the co Vice-Chairs. The legal members of Samaritans are similar, namely the Branch Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees. In Ireland they also act as the board of a separate charitable company registered in Ireland, Samaritans Ireland, with a remit extending to both Republic of Ireland and Northern Ireland. These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

Staff team

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, is responsible for the delivery of the Samaritans strategy, operational plans and budgets that have been approved by the Board. At the time of writing* there are 329 employees, including staff in branches that are part of Central Charity. This breaks down as:

- 253 full-time employees (35 hours per week)
- 76 part-time employees (less than 35 hours per week)

*Confirmed on 01 June 2022

Appointing our Trustees

The Nominations Committee appoints members of the Board of Trustees. Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 24 months. A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to eight years in total.

Board diversity

The Board of Trustees completed a diversity audit in May 2022. The audit has indicated a good reflection of the diversity of the societies we serve which, in part, is a result of greater focus on diversity in trustee recruitment in recent years. We have identified that we are currently under-representative of disabled people on our Trustee Board and expect to encourage applications from people in this community in the coming year.

Inducting and training our Trustees

After they are appointed, each Trustee undertakes a formal induction programme, including a guide to our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees are provided guidance on their formal legal responsibilities, and guidance on how to be effective in their role.

All Trustees are provided with external online Trustee training module(s) as well as the option to attend a range of external courses designed for Trustees or other professional development. In addition, Trustees are obliged to carry out Samaritans' bespoke safeguarding module. At the time of writing, the Nominations Committee is due to review the outcomes of the most recent board skills audit, with a focus on development and training opportunities arising from this activity. During 2021/22, bespoke training on Equity, Diversity and Inclusion for the full board was completed as a means of addressing both development opportunities and alignment with our strategy development.

Our committees

Six additional committees form part of the governance arrangements to support the Board of Trustees. All committees, with the exception of the People Committee, must comprise of at least two Trustees, two 'internal' and two 'external' members. The People Committee must comprise of a minimum of three Trustees and two external members.

- The Service and Quality Committee supports the Board in both ensuring Samaritans delivers high quality, effective and consistent services, and in developing those services.
- The Policy, Partnerships and Research Committee supports the Board through maintaining oversight of Samaritans' public policy positions and research activities along with ensuring the development of strategic partnerships in areas consistent with Samaritans' public policy positions.
- The Audit and Risk Committee supports the Board, to satisfy it that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for the organisation, which is being operated effectively.
- The Finance Committee reviews the financial performance and sustainability of the charity and advises the Board accordingly.
- The People Committee supports the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff, as well as oversight, guidance and scrutiny of significant staff-related initiatives, projects and changes (eg, staff recruitment, development and wellbeing).
- The Nominations Committee is accountable to both the Board and the Council of Samaritans. It ensures that Trustee and other key volunteer roles are performed by persons with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. The remit of the Committee also extends to provisions of assurance that the governance structures and roles at Samaritans are fit for purpose.

Governance code

We carry out a rolling board review process which is guided, in part, by the Charity Governance Codes across Samaritans nations. Since the 2020 board review, we have made significant developments in the areas of leadership, board effectiveness and board diversity, for example:

- In the development of skills, knowledge and experience on the board through improved trustee recruitment practices.
- In enhancing board diversity through improved recruitment practices.
- In improving strategic oversight, including the development of strategy oversight structures and focus on clarity of delegated authority.
- In developing board meeting arrangements for more efficient meetings, to make better use of board time and improve decision-making processes.

At the time of writing an updated board review process is expected to commence shortly (June/July 2022). A gap analysis against the Charity Governance Codes has been carried out to ensure key themes are accounted for within this process.

The reference and administrative details on pages 66 to 69 form part of this report.

Payment of key management personnel

All Trustees carry out their roles at Samaritans on a voluntary basis. They are unpaid but may claim legitimate expenses incurred as part of Samaritans' ordinary activities.

Chief Executive Officer payment and benefits are approved by the Trustee Board, based on review and recommendations by the People Committee. Payment and benefits of the remaining members of the Executive Leadership Team are approved by the People Committee, following recommendation by the Chief Executive Officer. In considering pay and benefits, the People Committee is provided with information on the sector and similar-sized charities, to inform decisions.

Incidents and reporting

Samaritans and its Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently and take any such matters seriously. In line with that commitment, details are set out below on serious incident reporting and policies on whistleblowing, bullying and harassment.

Serious incident reporting

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports and better oversight of risk to the charity and its beneficiaries. During 2021/22, the Central Charity reported 25 new serious incidents to the relevant nation's charity regulator(s). Of these, 15 involved affiliated branches and 10 involved Central Charity branches or the Central Charity itself. There were 2 historic reports where the relevant branch was unable to be identified and pre-date our current branch structure. Of the serious incidents involving the Central Charity, 3 were also reported to the Information Commissioner's Office (ICO). The ICO advised that no further action would be taken on any of the reported incidents. At the time of writing, the charity regulators have not required further action, other than that already stated in the reports.

Whistleblowing, bullying and harassment

There are policies and processes in place relating to whistleblowing, bullying and harassment. These are applicable to both staff and volunteers at Samaritans Central Charity and both affiliate and Central Charity branches. The policies provide opportunities for reporting serious concerns in an environment where the rights and dignity of every individual is respected. Alternative reporting routes are provided in case of instances where it would not be appropriate to make a report to a direct line manager. A new concerns line was introduced in 2021, which provides a secondary avenue to confidentially raise concerns.

Service quality and safeguarding reporting – April 2021-March 2022

Service quality commendations/positive comments	73
Service quality complaints	615

- The number of service complaints we received in the last year rose from 443 during the same period in 2020/21.
- We also conducted 58 quality reviews in branches to support the continuous improvement of the quality and consistency of our services.
- We had 13 serious safeguarding incidents, which we investigated in line with our safeguarding panel processes. This is slightly lower than the same period in the previous year (14).

Fundraising Activities Statement

We're grateful to our supporters for standing by our side

We believe in the life-saving power of human connection. We know that simply being there to listen can help reduce distress and despair. Our incredible supporters share our hope for a better, and safer, world for everyone.

Our generous supporters, major donors, companies, trusts and public bodies enable us to be there 24/7, 365 days a year for anyone struggling to cope. They've organised and responded to appeals, they've live-streamed fundraising challenges, they've run races – rain or shine – and so much more. Throughout the year our supporters have been there to ensure there's always someone there for people who contact us, every day and every night. Our major donors have taken on multiple marathons and scaled mountains; our corporate partners have dashed through the City of London in fancy dress; our Trusts and Statutory supporters have diligently supported us with grants and funds to keep our service running, like funding branch equipment for over 100 branches, or helping our campaigns to reach even more people.

We're living in uncertain times. People are facing many pressures in their lives and our supporters are no different. The coronavirus pandemic placed real strain on how we were able to fundraise. Nevertheless, the commitment of new and existing supporters helped us ensure we could continue to be there during a time when people needed us most, helping us raise over **£27 million**.

Championing supporters

Understanding our supporters' needs has been at the heart of our fundraising. Over the last year, we've listened to more than 4,200 supporters on our supporter panel and in regular feedback surveys. We regularly engage with supporters to test our products, events, appeals, campaigns and communications to ensure that our fundraising programme is shaped to meet and exceed supporter expectations. Our supporters' feedback has enabled new, innovative fundraising approaches and products that have allowed us to reach new supporters. Examples of this include The Feel Good Book Club monthly book subscription, expansion of our workplace training courses, the launch of the online shop, and being able to reach over 33,000 passionate supporters through new events such as the Facebook virtual walks, steps challenges and Dawn Walk. Our relationships with businesses have allowed us to reach over 177,000 employees in raising awareness of mental health and suicide prevention, as well as raising funds for our life-saving helpline.

Following best practice

Samaritans is registered with the Fundraising Regulator and we are members of the Chartered Institute of Fundraising, the Direct Marketing Association, the Market Research Society, the Gambling Commission and the Lotteries Council. We continue to review our policies to ensure they are in line and adhere to the latest regulations.

Our Fundraising Promise sets out our aim to be open, fair and honest in the way we engage supporters. During 2021/22, we received 28 fundraising complaints, and continue to value the feedback we receive, ensuring we review and learn from every complaint. The Supporter Care Team will continue to review and improve processes to ensure we can continue maintaining a responsive complaints procedure.

Working with agencies

Most of our fundraising activity is delivered directly by our Income team. We work with a small number of external fundraising agencies to help with specialist fundraising activity. These are for the

recruitment of supporters who give through their payroll, for telemarketing to engage with our existing donors, and for creative and marketing support to help with larger appeals, products and campaigns.

All relationships are governed by contracts, which are reviewed and approved by the appropriate authority before any activity takes place. Telemarketing is monitored and reviewed regularly for quality purposes by listening in to calls and holding weekly review meetings.

All suppliers engaged in fundraising activity on behalf of Samaritans are either members of, licensed by, or registered with a range of bodies including the Chartered Institute of Fundraising, Fundraising Regulator, Association of Payroll Giving Organisations, Information Commissioner's Office, the Data & Marketing Association and the Gambling Commission.

Protecting vulnerable donors

Our policy for working with vulnerable donors, and members of the public who could reasonably be defined as 'vulnerable', was reviewed in 2019. The policy is published for all our fundraisers on our intranet and we plan to publish a version on our website in 2022. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, and our policy helps reinforce the importance of this in all our fundraising.

Managing communications

It is important to Samaritans that supporters trust our communications. We regularly ask our supporters for feedback on how we can improve communications. Additionally, we regularly ask supporters for their communication preference and offer choice. If supporters no longer wish to hear from us, we will respect their wishes. We have strengthened our data management approach and will continue to adopt GDPR compliant working practices.

We cannot thank our supporters enough for standing by our side, helping us overcome two years of uncertainty in fundraising with extraordinary commitment, enabling the continued growth in fundraised income so that we can be there for anyone who needs someone to listen.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and UK accounting standards (FRS 102).

Company and charity law require the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including its income and expenditure, of the group for 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 accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 presume that the charity will continue in business.

The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations six and eight of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the board of Trustees on 29 July 2022 and signed on its behalf by Annie Kent, Treasurer:



Independent Auditor's Report to the Members and Trustees of Samaritans

Opinion

We have audited the financial statements of Samaritans ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and 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 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 group's and the charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure 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.

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 group 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 charitable company's or the group'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report which includes the directors' report and the strategic report prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the directors' responsibilities statement set out on page 35, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 directors 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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the company for fraud. The laws and regulations we considered in this context were General Data Protection Regulations, employment legislation and health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

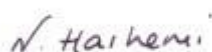
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, data analytics and sample testing on the posting of journals, sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further

removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London, UK
5th October 2022

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2022

		Unrestricted funds	Restricted Funds	Total Funds	Unrestricted funds	Restricted Funds	Total Funds
	Note	2022 £'000	2022 £'000	2022 £'000	2021 £'000	2021 £'000	2021 £'000
Income							
Donations and legacies	2	14,554	592	15,146	16,146	349	16,495
<i>Charitable activities</i>							
Grants from public bodies and others	2	2,082	4,066	6,148	2,448	4,039	6,487
<i>Other trading activities</i>							
Partnership and other income	3	5,254	472	5,726	4,678	264	4,942
Investment income	4	17	-	17	13	-	13
Gains on disposal of fixed assets		-	-	-	285	-	285
Total income before net assets received from Samaritans branch charities		21,907	5,130	27,037	23,570	4,652	28,222
Net assets received from Samaritans branch charities		407	-	407	-	-	-
Total income		22,314	5,130	27,444	23,570	4,652	28,222
Expenditure							
Raising funds	7	6,068	6	6,074	4,351	-	4,351
Charitable activities	7	17,563	4,118	21,681	12,306	5,391	17,697
Total expenditure		23,631	4,124	27,755	16,657	5,391	22,048
Net gains on investments		10	-	10	189	-	189
Net (deficit)/income		(1,307)	1,006	(301)	7,102	(739)	6,363
Transfers between funds		-	-	-	(40)	40	-
Net movement in funds		(1,307)	1,006	(301)	7,062	(699)	6,363
Reconciliation of funds							
Total funds brought forward		26,926	2,507	29,433	19,864	3,206	23,070
Total funds carried forward	17	25,619	3,513	29,132	26,926	2,507	29,433

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2022

	Note	Unrestricted funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	Unrestricted funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000
Income							
Donations and legacies	2	15,546	592	16,138	16,573	349	16,922
<i>Charitable activities</i>							
Grants from public bodies and others	2	2,082	3,437	5,519	2,448	3,288	5,736
<i>Other trading activities</i>							
Partnership and other income	3	3,240	93	3,333	2,392	190	2,582
Investment income	4	17	-	17	13	-	13
Gains on disposal of fixed assets		-	-	-	285	-	285
Total income before net assets received		20,885	4,122	25,007	21,711	3,827	25,538
Net assets received from Samaritans branch charities		407	-	407	56	-	56
Total income		21,292	4,122	25,414	21,767	3,827	25,594
Expenditure							
Raising funds	7	6,047	6	6,053	4,351	-	4,351
Charitable activities	7	16,582	3,068	19,650	11,070	4,617	15,687
Total expenditure		22,629	3,074	25,703	15,421	4,617	20,038
Net gains on investments		10	-	10	189	-	189
Net (deficit)/income		(1,327)	1,048	(279)	6,535	(790)	5,745
Transfers between funds		-	-	-	(40)	40	-
Net movement in funds		(1,327)	1,048	(279)	6,495	(750)	5,745
Reconciliation of funds							
Total funds brought forward		26,102	1,955	28,057	19,607	2,705	22,312
Total funds carried forward	17	24,775	3,003	27,778	26,102	1,955	28,057

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 44 to 65 form part of these accounts.

Consolidated and Charity Balance Sheet

As at 31 March 2022

Company Registration No. 757372

	Note	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Fixed assets					
Tangible assets	9	7,777	7,990	7,776	7,989
Intangible assets	10	604	848	604	848
Investments	11	4,972	4,458	4,972	4,458
Total fixed assets		13,353	13,296	13,352	13,295
Current assets					
Stock		143	48	112	34
Debtors	12	3,718	3,025	4,726	4,055
Cash at bank and in hand		16,314	19,174	13,600	15,716
Total current assets		20,175	22,247	18,438	19,805
Liabilities					
Creditors falling due within one year	13	2,547	2,839	2,548	2,729
Deferred income	14	1,683	3,271	1,298	2,314
		4,230	6,110	3,846	5,043
Net current assets		15,945	16,137	14,592	14,762
Creditors: amounts falling due after more than one year		(166)	-	(166)	
Total net assets		29,132	29,433	27,778	28,057
Funds					
Restricted income funds	17	3,513	2,507	3,003	1,955
Unrestricted income funds					
General unrestricted funds		11,713	11,793	11,407	10,970
Designated funds		13,906	15,133	13,368	15,132
		25,619	26,926	24,775	26,102
Total funds		29,132	29,433	27,778	28,057

Approved and authorised for issue by the Board of Trustees on 29 July 2022 and signed on its behalf by Annie Kent, Honorary Treasurer:



The Notes on pages 44 to 65 form part of these accounts.

Cashflow statement

For the year ended 31 March 2022

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Reconciliation of net income to net cash flow from operating activities				
Net (deficit)/income for the reporting period (as per the statement of financial activities)	(301)	6,363	(279)	5,745
Adjustments for				
Depreciation and amortisation charges	531	564	530	563
Donated fixed asset additions	-	-	-	-
Profit on sale of fixed assets	-	(285)	-	(285)
(Gains)/losses on investments	(10)	(189)	(10)	(189)
Dividends and interest from investments	(17)	(13)	(17)	(13)
Donated shares	-	-	-	-
Decrease/(increase) in stock	(95)	1	(78)	9
(Increase)/decrease in debtors	(694)	(866)	(672)	(1,127)
Decrease/increase in creditors	(1,713)	3,248	(1,030)	2,775
Net cash (outflow)/inflow from operating activities	(2,299)	8,823	(1,556)	7,478
Statement of cash flows				
Net cash (used in)/provided by operating activities	(2,299)	8,823	(1,556)	7,478
Cash flows from investing activities				
Dividends, interest and rents from investments	17	13	17	13
Purchase of property, plant, and equipment	(74)	(308)	(73)	(308)
Proceeds from sale of property, plant, and equipment	-	558	-	558
(Purchase)/sale of investments	(504)	8	(504)	6
Net cash (used in)/provided by investing activities	(561)	271	(560)	269
Cash flows from financing activities				
Net cash provided by (used in) financing activities	-	-	-	-
Change in cash and cash equivalents in the reporting period	(2,860)	9,094	(2,116)	764
Cash and cash equivalents at the beginning of the reporting period	19,174	10,080	15,716	7,969
Change in cash and cash equivalents due to exchange rate movements	-	-	-	-
Cash and cash equivalents at the end of the reporting period	16,314	19,174	13,600	7,969
Analysis of cash and cash equivalents				
Cash at bank and in hand	16,314	19,174	13,600	15,716
Total cash and cash equivalents	16,314	19,174	13,600	15,716

Notes to the Accounts

1. Accounting policies

a) Basis of preparation

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value.

The Trustees consider that based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102) issued October 2019, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and applicable Accounting Standards.

Samaritans meets the definition of a public benefit entity under FRS 102.

b) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 44 to 65. Further details of the subsidiaries' activities are shown in Note 17. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken advantage of the exemptions in FRS 102 from the requirements to present certain disclosures about the charity's financial instruments.

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

A key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is in respect of residual legacies and this is described in the accounting policy below (see Note 1h) Legacies).

Another source of estimation uncertainty is the measurement at fair value of the properties which transferred to the central charity, from branches joining the central charity during the year. Fair value has been established with reference to the local market rate and condition of the properties.

We have considered the impact of covid-19 on our financial estimates. The valuation of residual legacies which have been notified to the charity but not yet included in the accounts may be affected by the impact of covid-19 on financial markets and interest rates, however the impact of these movements has not been quantified at the reporting date due to the volatility and uncertainty of these changes.

d) Fund accounting

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

Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular 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 specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 16.

e) Impairment of freehold property assets

Freehold property assets are subject to an impairment review in accordance with FRS 102 Section 27 "Impairment of Assets". They are stated in the balance sheet at cost less provision for any impairment in value. Any impairment is recognised in the Statement of Financial Activities ('SOFA') in the year in which it occurs.

f) Assets under construction

Assets under construction are shown at cost and are not depreciated until brought into operational use.

g) Stock

Stock is valued at the lower of cost or net realisable value.

h) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

i) Legacies

Recognition is the earlier of the charity receiving final estate accounts or the legacy actually being received. No value is included where the legacy is subject to a life interest held by another party.

ii) Donated goods/services

These are included in both income and expenditure at the value to the charity where this can be reasonably quantified.

iii) Grants and contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract is received in advance, its recognition is deferred and included in creditors. Where entitlement to contract or grant income occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

iv) New Branch Contribution (NBC)

These are recognised as receivable income upon the receipt of signed accounts from Samaritans' branches.

i) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four main programme areas (Service, Access, Influence, and Evidence) and to Fundraising activities; the allocation of support costs to Partnership activity is based on the contracted allowance for these costs in the Network Rail funding contract. The following specific policies apply to categories of expenditure:

i) Grants

Grants are charged to the statement of financial activities when there is a liability to pay.

ii) Fundraising costs

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

iii) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic management of the charity's activities.

iv) Support costs

Support costs comprise staff delivering the corporate service and infrastructure functions. These are allocated across the categories of charitable expenditure and the costs of generating funds. The basis of allocation of support costs is explained above.

v) Depreciation

Depreciation is calculated on a straight-line basis to write off the cost of tangible and intangible fixed assets (except assets under construction) over their estimated useful lives as follows:

Tangible fixed assets

Freehold property	50 years
Leasehold property	50 years
Computer equipment	3 years
Telephony platform	5 years
Office equipment	4 years
Motor vehicles	5 years

Intangible fixed assets

Website and Software Development	3-5 years

j) Samaritans' regions

Centrally funded costs of supporting Samaritans' regions have been incorporated within these financial statements. For operational delivery, the UK and Ireland are grouped into fourteen geographic regions. Each of these is supported by a group of senior volunteers and received financial support from the charity.

k) Operating leases

Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

l) Foreign currency

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate.

m) Pensions

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred.

n) Branches

The term 'branches' used throughout these Accounts refers to the branches of Samaritans, whose objectives are consistent with those of Samaritans. Note 19 provides information on branches which have joined the central charity during the year.

o) Taxation

Samaritans is a registered charity and is therefore potentially exempt from taxation of its income and gains to the extent that they fall within Part ii of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritan Enterprises Limited does not normally incur a tax charge given its policy of gifting all taxable profits to Samaritans.

p) Financial instruments

Samaritans has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

2. Voluntary income

a) Donations and legacies

Donations - Individual Giving
Donations - branches
Donations - Corporate
Gifts in kind
Legacies
Total donations

All Funds 2022 £'000	All Funds 2021 £'000
7,783	8,667
162	-
3,721	3,507
366	495
3,114	3,826
15,146	16,495

b) Donated Services

A valuation has been undertaken of advertising, legal and training services donated to the charity during the year. This valuation has been included within income under 'gifts in kind' as above and within expenditure.

c) Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2022, the charity had been notified of a further 64 legacies (2021: 77) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £2,309,000 (2021: £1,773,000).

d) Grants

	All funds 2022 £'000	All funds 2021 £'000
Pears Foundation and DCMS (Community Match Challenge Fund)	655	675
Ministry of Justice: HMPPS	620	443
Health Service Executive: Freecall Ireland	518	529
Department of Health and Social Care: Samaritans helpline call costs	510	470
Department of Health and Social Care: Suicide Prevention (Samaritans)	394	-
Covid and Council Grants	385	578
Department of Health and Social Care (NSPA)	120	30
Welsh Government/LLywodraeth Cymru	120	120
SSAFA Partnership – Military	111	-
Department of Health and Social Care: VCSE Health & Wellbeing Alliance	97	-
Scottish Government – Highland Programme	81	-
Department of Health and Social Care: Suicide Prevention (NSPA)	80	-
Scottish Government (Freecall)	57	8
Irish Prison Service	42	61
Department of Health and Social Care: Suicide Prevention (SASP)	40	-
Northern Ireland Prison Service	18	18
Department of Health (Northern Ireland)	3	15
Department of Health and Social Care (COV)	-	718
The National Lottery Community Fund	-	130
HMRC Job Retention Scheme	-	69
Scottish Government (SHA)	-	49
	3,851	3,913
Other grants*	2,297	2,574
Total grants	6,148	6,487

*Other grants includes individually immaterial grants, grants for which individual disclosure is not required by the underlying agreement and grants received where the donor wishes to remain anonymous.

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received, including the core technology platform. The New Branch Contribution amounted to £865,000 in 2021/22 (2020/21: £1,207,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2022 £'000	All funds 2021 £'000
Cash or cash equivalents	1	4
Listed investments	16	9
Total investment income	17	13

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder.

- Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. The funding received in 2021/22 is shown in note 2d. Expenditure during 2021/22 was £497,000 (2020/21: £557,000).

- Scottish Government Freecall

The Scottish Government grant was a contribution to Freecall. Expenditure during the year totalled £8,000 (2020/21: £8,000).

- Pears Foundation/DCMS Community Match Challenge.

The funding received to enable Samaritans branches to respond to covid against set criteria is shown in Note 2d above. Expenditure during 2021/22 was £551,000 (2021/22: £675,000).

Department of Health and Social Care (DHSC) funded projects

- VCSE Health & Wellbeing Alliance

To provide core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations. The funding received is shown in Note 2d above. Expenditure during 2021/22 was £97,000 (2020/21: £Nil).

- Suicide Prevention – Samaritans

A Suicide Prevention Fund to support Voluntary, Community, Social Enterprise (VCSE) organisations that work to prevent suicide, including supporting their ability to meet increased demands or needs for their services as a result of covid-19. The funding received in 2021/22 is shown in Note 2d above. Expenditure during 2021/22 was £394,000 (2020/21: £Nil).

- Suicide Prevention – Support After Suicide Partnership

SASP is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support. The funding received in 2021/22 is shown in note 2d. Expenditure during 2021/22 was £40,000 (2020/21: £Nil).

- National Suicide Prevention Alliance - NSPA

NSPA is an alliance of organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The DHSC is a member of the NSPA and contributed £61,000 (2020/21: £61,000) during the year towards delivering the alliance's work-plan of national priorities. Expenditure during the year towards the project totalled £120,000 (2020/21: £61,000).

- Suicide Prevention (NSPA)

NSPA is an alliance of organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The funding received in 2021/22 is shown in note 2d. Expenditure during 2021/22 was £80,000 (2020/21: £Nil).

- Samaritans Helpline Costs

The funding received from DHSC as a contribution towards the overall cost of running the Samaritans helpline is shown in Note 2d above. Expenditure during 2021/22 was £510,000 (2020/21: £475,000).

6. Net income for the year

This is stated after charging:

	All funds 2022 £'000	All funds 2021 £'000
External auditor – audit fees	35	24
External auditor – tax advisory and other financial services	8	12
	43	36
Depreciation of tangible fixed assets	235	270
Amortisation of intangible fixed assets	295	294
Operating lease rentals	355	203

The Directors of the charitable company are the trustees under charity law and receive no remuneration. It is the policy of the charity to reimburse all volunteer expenses in full. During the year Nil (2021: 17) Samaritans' Trustees received reimbursement for attending meetings, telephony and other incidentals amounting to £Nil (2021: £2,000), with the fall reflecting lower travel/accommodation expenses due to covid.

The company has taken out insurance to protect the Trustees. This cover is part of our commercial combined insurance policy, and the cost of this element is not itemised.

7. Breakdown of costs by activity

Current year

	Direct costs 2022 £'000	Support costs 2022 £'000	All costs 2022 £'000
Expenditure on:			
Raising funds			
General fundraising	4,777	1,297	6,074
Charitable activities			
Service	7,682	1,990	9,672
Access	6,011	537	6,548
Influence	3,856	887	4,743
Evidence	564	154	718
Total expenditure	22,890	4,865	27,755

	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	All funds 2022 £'000
Expenditure on:			
Raising funds	6,068	6	6,074
Charitable activities	17,563	4,118	21,681
Total expenditure	23,631	4,124	27,755

Analysis of support costs:

	Fundraising 2022 £'000	Service 2022 £'000	Access 2022 £'000	Influence 2022 £'000	Evidence 2022 £'000	Total 2022 £'000
Finance and other corporate services	148	227	61	101	17	554
IS	538	826	223	368	64	2,019
HR	191	292	79	131	23	716
Facilities	244	375	101	167	29	916
Governance	176	270	73	120	21	660
Support costs	1,297	1,990	537	887	154	4,865

Prior year

	Direct costs 2021 £'000	Support costs 2021 £'000	All costs 2021 £'000
Expenditure on:			
Raising funds			
General fundraising	3,271	1,080	4,351
Charitable activities			
Service	5,881	1,725	7,606
Access	5,534	274	5,808
Influence	2,942	782	3,724
Evidence	420	139	559
Total expenditure	18,048	4,000	22,048

	Unrestricted funds 2021 £'000	Restricted funds 2021 £'000	All funds 2021 £'000
Expenditure on:			
Raising funds	4,351	-	4,351
Charitable activities	12,309	5,388	17,697
Total expenditure	16,660	5,388	22,048

Analysis of support costs:

	Fundraising 2021 £'000	Service 2021 £'000	Access 2021 £'000	Influence 2021 £'000	Evidence 2021 £'000	Total 2021 £'000
Finance and other corporate services	213	341	57	154	27	792
IS	323	516	81	234	42	1,196
HR	207	330	52	150	26	765
Facilities	201	320	50	145	26	742
Governance	136	218	34	99	18	505
Support costs	1,080	1,725	274	782	139	4,000

There were some exceptional costs in 2020/21 which resulted in an increase in support costs.

Finance costs include £183k spend on the new finance system project, and £94k of covid support grants to branches.

HR costs included an increase in organisation-wide holiday pay accrual of £286k due to staff carrying forward higher levels of holiday following covid lockdowns.

Facilities costs increased due to timing as a refurbished branch property is prepared for sale. This contributed £241k to the increase.

8. Staff costs

	All funds 2022 £'000	All funds 2021 £'000
Staff costs		
Wages and salaries	10,915	9,035
Social security costs	1,207	959
Other pension costs	562	433
Agency staff	450	358
Total staff costs	13,134	10,785
Staff numbers	2022	2021
£140,001-£150,000	1	0
£110,001-£120,000	2	3
£100,001-£110,000	1	1
£90,001-£100,000	1	0
£80,001-£90,000	1	0
£70,001-£80,000	6	5
£60,001-£70,000	15	10
Total	27	19

The highest paid employee was the Chief Executive Officer, who was paid a total of £142,000 (2021: Chief Operating Officer who was paid a total of £115,000 during the year). Julie Bentley was appointed as Chief Executive Officer in November 2020 so was not shown as the highest paid employee last year.

Pay and on-costs incurred during the year in relation to key management personnel totalled £963,000 (2021: £940,000).

Termination payments totalling £19,000 (2021: £86,000) were paid during the year, relating to employees leaving the charity.

Pension Costs

The pension contributions for the 27 employees (2021: 19) earning more than £60,000 in the year amounted to £109,000 (2021: £78,000).

Employee Numbers

The average full-time equivalent number of employees during the year was 277 (2021: 225). The average number of employees in post during the year was 301 (2021: 247).

9. Tangible fixed assets

Group	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Total £'000
Cost						
At 1 April 2021	9,303	680	478	948	639	12,048
Reclassification	(2)	5	11	-	(14)	-
Additions	-	-	-	-	23	23
Disposals	-	-	-	(948)	-	(948)
Exchange rate movements	-	-	-	-	10	10
At 31 March 2022	9,301	685	489	-	658	11,133
Depreciation						
At 1 April 2021	2,126	56	478	948	450	4,058
Reclassification	-	-	6	-	(6)	0
Charge for the year	168	14	2	-	52	236
Disposals	-	-	-	(948)	-	(948)
Exchange rate movements	-	-	-	-	10	10
At 31 March 2022	2,294	70	486	-	506	3,356
Net book value						
At 31 March 2022	7,007	615	3	-	152	7,777
At 31 March 2021	7,177	624	-	-	189	7,990
Charity						
Cost						
At 1 April 2021	9,307	680	478	948	489	11,902
Reclassification	(6)	6	11	-	(11)	0
Additions	-	-	-	-	22	22
Disposals	-	-	-	(948)	-	(948)
At 31 March 2022	9,301	686	489	-	500	10,976
Depreciation						
At 1 April 2021	2,127	56	478	948	304	3,913
Reclassification	-	-	6	-	(6)	0
Charge for the year	168	14	2	-	51	235
Disposals	-	-	-	(948)	-	(948)
At 31 March 2022	2,295	70	486	-	349	3,200
Net book value						
At 31 March 2022	7,006	616	3	-	151	7,776
At 31 March 2021	7,180	624	-	-	185	7,989

Depreciation at 31 March 2022 for freehold property, includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review 2012/13.

10. Intangible fixed assets

Group and charity

Cost

At 1 April 2021
Additions – new software
At 31 March 2022

Website and software development £'000

1,278
51
1,329

Depreciation

At 1 April 2021
Charge for the year
At 31 March 2022

430
295
725

Net book value

At 31 March 2022
At 31 March 2021

604
848

Amortisation of intangible fixed assets is included within Charitable Activities expenditure on the Statement of Financial Activities.

11. Fixed asset investments

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Market value at 1 April	4,458	4,277	4,458	4,275
Acquisition at cost	932	441	932	441
Disposals at carrying value	(428)	(449)	(428)	(447)
Net investment gains/losses	10	189	10	189
Market value at 31 March 2022	4,972	4,458	4,972	4,458
	2022 £'000	2022 %	2021 £'000	2021 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	2,969	59.7	2,968	66.6
Portfolio managed by Hambros Investments	849	17.1	606	13.6
Scotland endowed fund	-	0.0	-	0.0
Total	3,818	76.8	3,574	80.2
Listed investments				
Portfolio managed by Hambros Investments	1,033	20.7	814	18.2
Other quoted equities	9	0.2	9	0.2
Total	1,042	20.9	823	18.4
Commodities				
Managed by Hambros Investments	112	2.3	61	1.4
Total investments	4,972	100.0	4,458	100.0

Investments held by the charity include a £100 investment (2021: £100) in the subsidiary company at cost, as referred to in Note 17.

12. Debtors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade debtors	1,416	1,841	618	1,302
Regions and branches	5	44	5	44
Gift Aid	1,086	291	1,086	291
Legacies	61	26	61	26
Accrued income	629	507	578	507
VAT, payroll tax, social security and pensions	49	0	-	-
Other debtors	49	1	48	1
Intercompany	-	-	1,938	1,603
Prepayments	423	315	392	281
Total debtors	3,718	3,025	4,726	4,055

13. Creditors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Social security and taxes	494	491	494	491
Regions and branches	-	10	-	10
Trade creditors	540	695	614	627
Accrued expenditure	1,482	1,433	1,409	1,391
Other creditors	31	210	31	210
Total creditors	2,547	2,839	2,548	2,729

14. Deferred income

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
At 1 April	3,271	674	2,314	182
Income recognised in the year	(2,666)	(1,182)	(1,623)	(296)
Income deferred in the year	1,078	3,779	607	2,428
At 31 March 2022	1,683	3,271	1,298	2,314

Total deferred income includes £305,000 (2021: £826,000) Network Rail deferred income within The Samaritan Enterprises Limited.

15. Financial and other commitments

a) Operating leases

At 31 March the Group and Charity had total commitments under non-cancellable operating leases as set out below:

Operating lease commitments	Group 2022 Land and buildings £'000	Group 2022 Other £'000	Group 2021 Land and buildings £'000	Group 2021 Other £'000	Charity 2022 Land and buildings £'000	Charity 2022 Other £'000	Charity 2021 Land and buildings £'000	Charity 2021 Other £'000
Within one year	332	10	198	3	286	10	160	3
Between two and five years	247	20	327	4	247	20	297	4
Over five years	87	-	154	-	87	-	154	-
Total	667	30	679	7	621	30	611	7

16. Financial instruments

At the balance sheet date, the charity held financial assets at amortised cost of £19,609,000 (2021: £21,885,000), financial assets at fair value through income or expenditure of £4,972,000 (2021: £4,458,000) and financial liabilities at amortised cost of £2,053,000 (2021: £2,608,000).

17. Reconciliation of reserves

Current year

	At 31 March 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2022 £'000
Unrestricted					
General fund	11,793	22,251	(21,795)	(536)	11,713
Designated fund – tangible and intangible fixed assets	8,838	73	(530)	-	8,381
Designated fund – property maintenance fund	669	-	(387)	-	282
Designated fund – Digital	154	-	(154)	-	-
Designated fund – There for Everyone	722	-	(508)	-	214
Designated fund – Service Expansion	1,250	-	-	-	1,250
Designated fund – Strategy Development & Delivery	3,500	-	(257)	-	3,243
Designated fund – Ireland	-	-	-	536	536
Total unrestricted funds	26,926	22,324	(23,631)	-	25,619
Restricted					
Branch support	275	739	(610)	-	404
City Hub	252	-	(85)	-	167
Email service development	-	277	-	-	277
Helpline call costs	-	582	(582)	-	-
Helpline Freecall	436	517	(521)	-	432
Highland Programme	-	81	(32)	-	49
Mental Health in the Rail Industry	-	50	-	-	50
Military – SSAFA partnership	-	111	(19)	-	92
National Suicide Prevention	63	517	(405)	-	175
National Training School	-	108	-	-	108
Online Excellence Programme	625	429	(302)	-	752
Prisoner Support & Improving Safer Custody	7	732	(549)	-	190
Reduce Gambling Harm	300	-	27	-	327
Regional grants	55	-	-	-	55
Suicide & Self-harm in Wales	-	166	(120)	-	46
Suicide Prevention	-	394	(394)	-	-
Support After Suicide	122	117	(119)	-	120
There for Everyone	298	-	(224)	-	74
VSCE Health & Wellbeing Alliance	-	84	(84)	-	-
Wellbeing & Resilience Hub: Construction	-	159	(59)	-	100
Other*	74	67	(46)	-	95
Total restricted funds	2,507	5,130	(4,124)	-	3,513
Total funds	29,433	27,454	(27,755)	-	29,132

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Tangible and intangible fixed assets	-	8,381	-	8,381	8,838
Investments	4,972	-	-	4,972	4,458
Net current assets	6,741	5,525	3,513	15,779	16,137
Total	11,713	13,906	3,513	29,132	29,433

*Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k.

Transfers between general funds and restricted funds relate to Central Charity contributions to restricted projects.

Prior year

	At 31 March 2020 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2021 £'000
Unrestricted					
General fund	8,419	23,422	(15,258)	(4,790)	11,793
Designated fund – tangible and intangible fixed assets	9,367	307	(836)	-	8,838
Designated fund – property maintenance fund	800	-	(131)	-	669
Designated fund – Digital	244	-	(90)	-	154
Designated fund – There for Everyone	1,034	30	(342)	-	722
Designated fund – Service Expansion	-	-	-	1,250	1,250
Designated fund – Strategy Development & Delivery	-	-	-	3,500	3,500
Total unrestricted funds	19,864	23,759	(16,657)	(40)	26,926
Restricted					
There for Everyone	1,037	221	(949)	-	309
Helpline Freecall	435	529	(528)	-	436
Helpline call costs	-	531	(531)	-	-
Reduce Gambling Harm	423	-	(123)	-	300
Online Excellence Programme	419	404	(181)	-	642
Branch Support	280	896	(901)	-	275
City Hub	152	160	(60)	-	252
Prisoner Support & Improving Safer Custody	139	572	(702)	-	9
Support After Suicide	71	164	(113)	-	122
Regional Grants	70	58	(73)	-	55
National Suicide Prevention	54	61	(92)	-	63
Suicide & Self-harm in Wales	36	162	(198)	40	-
Covid Support	-	787	(787)	-	-
Other*	90	107	(153)	-	44
Total restricted funds	3,206	4,652	(5,391)	40	2,507
Total funds	23,070	28,411	(22,048)	-	29,433

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Tangible and intangible fixed assets	-	8,838	-	8,838	9,367
Investments	4,458	-	-	4,458	4,277
Net current assets	12,085	1,545	2,507	16,137	9,427
Total	16,543	10,383	2,507	29,433	23,070

*Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k.

Transfers between general funds and restricted funds relate to Central Charity contributions to restricted projects.

17a) Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – tangible fixed assets	This designated fund comprises unrestricted expenditure in the purchase of the Group's tangible fixed assets to invest in the charity's future capacity and growth. These are therefore not readily available for other purposes. Fixed asset expenditure financed from restricted funds is shown within the restricted fund balances.
Designated fund – property maintenance fund	This designated fund has been established utilising cash assets transferred from branches joining the central charity. The fund will be used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans' services into the future.
Designated fund – Digital	This designated fund was used to make our service more accessible to a larger number of people through using digital technology to create new communication channels for the service. It was established by a transfer of funds from the Claire Squires Fund and through a generous donation of £400,000 from the Isle of Man branch to invest in the development of the service.
Designated fund – service provision	A pilot is currently underway trialling new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers. This has been a long-standing risk area for Samaritans: trying to widen and increase the supply of volunteers/service options to match the demand from current and new potential beneficiaries. Following the completion of the pilot in early autumn, a decision will be taken on which areas to expand. The options currently being piloted, cover virtual hubs, satellite branches, a university hub and the Samaritans Training School.
Designated fund – Strategy Development & Delivery	During the year the new strategy was developed and informed by people with lived experience, our volunteers, staff, and supporters. Launching in 2022, the strategy will steer our work for the coming five years, ensuring we continue to be there for those who need us most, reach out to more people to let them know we're here, and make our voice heard to make suicide prevention a priority.
Designated fund – There for Everyone	This designated fund supports the There for Everyone programme, to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives.
Designated fund – Ireland	This designated fund has been established from legacy proceeds to progress several key workstreams in Ireland over the next two years. This includes the development of income generation, public policy, brand awareness and partnerships following the decision to increase autonomy of the Samaritans Ireland Board in these areas. Other workstreams include development of the Samaritans Ireland website, improved oversight of operational work in Ireland, research into self-harm and support to branches in Ireland.

17b) Restricted funds

There for Everyone	This fund supports the There for Everyone programme, to help us make a step change in our ability to offer our callers greater choice in how they access our services, raise awareness and reach more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with their modern lives.
Helpline Freecall	These funds contribute to the costs of calls to the Samaritans Freecall helpline phone number in Ireland.
Helpline call costs	These funds contribute to the costs of calls to the Samaritans Freecall helpline phone number in the UK.
Reducing Gambling Harm	Samaritans is working in partnership with GamCare, to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Online Excellence Programme	This fund is to be used to develop a hub of excellence in suicide prevention and the online environment.
Branch support	These funds are to be used to ensure Samaritans' critical 24/7 services remain available to vulnerable people in the short and longer term nationally and locally, and to meet emergency financial needs of the branches.
Prisoner Support & Improving Safer Custody	These funds are to provide Emotional Support to Prisoners in Distress or Crisis in the UK and Ireland.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the City opportunities to support suicide prevention locally and nationally, including the new online chat service.
Support After Suicide	SASP is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support.
Regional Grants	This funding contributes to core helpline costs, volunteer training and other costs incurred regionally.
National Suicide Prevention	NSPA is a cross-sector, England-wide, coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide.
Suicide & Self-harm in Wales	To allow Samaritans and NSPA to carry out new covid-19 related work for the immediate benefit of service users.
Suicide Prevention	A Suicide Prevention Fund to support Voluntary, Community, Social Enterprise (VCSE) organisations that work to prevent suicide, including supporting their ability to meet increased demands or needs for their services as a result of covid-19.
Email service development	Funding to support the development of Samaritans' email service.
Military – SSAFA partnership	A partnership with SSAFA to work together to gather the insight, research, and evidence to inform and create an ambitious strategy focusing on reducing suicide in veterans.

National Training School	To help support the future growth of our listening services and the various service expansion pilots already underway. As the introduction of new service delivery locations like hubs and satellites place considerable additional demands on nearby branches and their existing volunteering teams, we've established a new central recruitment and training team (known as Samaritans Training School) to help support the training requirements for our service expansion programme.
Wellbeing & Resilience Hub: Construction	To create a resource hub for use by workers in the UK construction industry, and to develop a Wellbeing & Resilience Learning Module as part of such a hub. The aim is to raise awareness, develop skills and inform construction workers of wellbeing, mental health and resilience. Specifically, the project will target individuals who work for smaller businesses and those classed as hard to reach. Lighthouse will work with Samaritans to deliver a marketing campaign to drive traffic to the digital hub, increasing participation and long-term engagement.
VCSE Health & Wellbeing Alliance	To provide core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations.
Highland Programme	Initiation work for Samaritans' targeted promotion of service and new resources to improve mental health and resilience in the West Highlands of Scotland and Skye.
Other restricted funds	These funds represent a number of donations received which carry specific restrictions imposed by the donor. They are mainly received from Corporate or Trust donors.

18. Samaritans group companies

a) Samaritans

The charity is a private limited company (registered number 757372), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

Samaritans uses the exemption in Section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure account for Samaritans as a separate entity.

Samaritans recharged expenditure of £862,000 to its subsidiaries during the year (2021: £770,000) and made payments to its subsidiaries of £229,000 (2021: £120,000). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2021 this amounted to £1,156,000 (2021: £1,236,000). At the year-end, £1,920,000 was due from Samaritans subsidiaries (2021: £482,000), and £19,000 was due from Samaritans Ireland (2021: Nil).

b) The Samaritan Enterprises Limited

Company number: 01451175

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100% of which is owned by Samaritans. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

The principal activity of the company is the delivery of a contract with Network Rail – ‘Tackling Suicide on the Railway’; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited’s income amounted to £2,573,000 (2021: £2,582,000), expenditure amounted to £1,417,000 (2021: £1,346,000) and a surplus of £1,156,000 was generated (2021: surplus of £1,236,000), before transfers and other recognised gains/losses. At 31 March 2022 assets were £2,325,000 (2021: £3,006,000) and liabilities were £2,325,000 (2021: £3,006,000).

A Memorandum of Understanding has been agreed with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year’s accounts include inter-company charges of £862,000 (2021: £770,000).

c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. The address of the registered office is 4-5 Usher’s Court, Usher’s Quay, Dublin 8, Ireland.

By virtue of its constitution, Samaritans is able to exert control over Samaritans Ireland.

Samaritans Ireland’s income amounted to £1,047,000 (2021: £1,678,000), expenditure amounted to £1,069,000 (2021: £1,010,000) resulting in a deficit of £22,000 (2021: surplus of £668,000), before transfers and other recognised gains/losses. At 31 March 2022 assets were £1,426,000 (2021: £1,415,000), liabilities were £74,000 (2021: £39,000) and total funds were £1,353,000 (2021: £1,375,000).

The results of the company have been translated at the prevailing currency exchange rate at the average rate.

19. Custodian trusteeship

The Charity no longer acts as Custodian Trustee for Samaritans branches.

20. Affiliated and Central Charity branches

As part of changes to our ways of working across the organisation, since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

No branches completed the process this year, and 1 affiliate branch closed. Ongoing financial activity relating to these branches has been incorporated into the results of the central charity.

For SCC branches, the unincorporated entities have been retained and, in England and Wales, have been linked to the central charity on the Charity Commission register. Registered addresses for these entities are listed under Samaritans' entry on the register. Each SCC branch holds net assets of £100, which are included within these group accounts as unrestricted funds. The unincorporated entities have charitable objectives which are consistent with those of the central charity.

A listing of Samaritans branches is included on pages 68 to 69, and SCC branches are indicated on this list.

Reference and administrative details

Patron	HRH The Prince of Wales
Founder	The Late Prebendary Dr Chad Varah CH CBE MA
Company name	Samaritans
Registered address and principal office	The Upper Mill, Kingston Road Ewell, Surrey KT17 2AF
Registered charity	219432
Company number	757372
Scottish charity number	SC040604
Website	samaritans.org

Board of Trustees

Keith Leslie (Chair, Board of Trustees)

Hester Wain (Co Vice-Chair) (from 23 July 2021)

Rory Girvan (Co Vice-Chair) (from 23 July 2021)

Laura Bunt

Philip Cliff (Chair, People Committee) (from 3 November 2021)

Ann John (Chair, Policy, Partnerships and Research Committee) (from 23 July 2021)

Dr Jackie Craissati MBE (Chair, Service & Quality Committee) (stepped down 8 May 2021)

Dr Anushta Sivananthan (Chair, Service & Quality Committee) (from 4 August 2021)

Eleanor Farrell (Chair, Ireland Board)

Ana Laing (Chair, Wales Committee)

Gaia Marcus

Simon Salem (Chair, Audit & Risk Committee)

Angela Slaven

Natalie Stevenson (Chair, Scotland Committee) (stepped down 29 March)

Amanda Millar (Chair, Scotland Committee) (from 30 March)

John Tennent (Honorary Treasurer and Chair of Finance Committee) (stepped down 27 July 2021)

Annie Kent (Honorary Treasurer and Chair of Finance Committee) (from 25 September 2021)

Debbie Giwa

Samaritans senior staff

CEO	Julie Bentley
Chief Operating Officer	Gareth Germer
Executive Director of Corporate Services and Company Secretary	Graeme Danton
Executive Director of External Affairs	Paul McDonald
Executive Director of Income	Sonya Trivedy

Regional Directors (as of 31 March 2022)

Chair	Lissa Davenport (Interim Chair, Regional Directors) (as of 31 March 2022)
East	Mark Smith
East Midlands	Mathew Shepherd
London	Ann McLaughlin
North	Elizabeth Dicken (Interim) (from 15 August 2021) (Mike Whelan stepped down 15 August 2021)
Northern Ireland	Alan Heron
North West	Christina Morgan (from 10 February 2022) (Eileen Brierley stepped down 9 February 2022)
Republic of Ireland	Rory Fitzgerald
Scotland	John Knight (from 1 November 2021) (Catherine Simpson stepped down 31 October 2021)
South	John McNeil
South East	Peter Rowland
South West	Penny Church
Wales	Meryl James
West Midlands	Peter Hammond
Yorkshire and Humberside	Michael George
Service Expansion	Tracey Fuller

Bankers: Lloyds Bank Plc, 25 Gresham Street, London EC2V 7HN HSBC Bank Plc, One London Square, Cross Lanes, Guildford, Surrey GU1 1UN

Investment managers: James Hambro & Partners LLP, 45 Pall Mall, London SW1Y 5JG

External auditors: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Samaritans branches (A-J)

Aberdeen	Aberystwyth*
Ashford & Tenterden	Athlone & Midland
Ayrshire	Ballymena
Banbury & District*	Bangor & North Down
Barnsley	Barrow, Furness & South Lakes*
Basildon & Thurrock*	Basingstoke*
Bath & District	Bedford*
Belfast	Bexley & Dartford*
Birmingham	Blackburn with Darwen, Hyndburn & Ribble Valley
Blackpool, Fylde & Wyre	Bognor Regis, Chichester & District*
Bolton	Borders*
Boston, Lincolnshire*	Bournemouth & District*
Bracknell, Wokingham, Ascot & Districts	Brent*
Bridgend	Bridlington & District*
Brierley Hill	Brighton, Hove & District
Bristol	Bromley & Orpington
Bury*	Bury St Edmunds & West Suffolk
Buxton & High Peak*	Caithness
Cambridge	Canterbury & District
Cardiff & District*	Carlisle
Central London	Chelmsford & Mid-Essex*
Cheltenham & District	Chester & District
Chesterfield	Chiltern
Colchester	Coleraine & District
Cork	Cornwall at Truro
Correspondence*	Coventry & District
Craigavon	Croydon & Sutton*
Darlington & District*	Derby & District
Derry	Doncaster*
Dorset at Weymouth	Drogheda
Dublin	Dumfries*
Dundee	Dunfermline
Durham (Central)	Ealing
Eastbourne & District	East Coast Samaritans
East Surrey	Edinburgh and the Lothians
Elgin*	Ennis & Clare
Exeter, Mid & East Devon	Falkirk & Central Scotland
Farnborough & District*	Festival*
Folkestone, Dover & Hythe	Galway
Glasgow	Gloucester & District*
Grantham	Great Yarmouth*
Grimsby, Cleethorpes & District*	Guernsey
Guildford	Halifax & Calderdale
Harrogate & District	Harrow
Hastings & Rother	Havering (Romford)*
Herefordshire	Herts & Essex (Ware)
Hillingdon	Horsham & Crawley
Huddersfield	Inner South West London
Inverclyde*	Inverness
Ipswich and East Suffolk	Isle of Man
Isle of Wight*	Jersey

*These branches are part of Samaritans Central Charity as of 31 March 2022.

Samaritans branches (K-Z)

Kerry	Kettering & District
Kilkenny and Carlow	King's Lynn
Kingston upon Hull	Kingston upon Thames
Kirkcaldy & District*	Lanarkshire in Hamilton*
Lancaster & District	Leatherhead & Mid-Surrey
Leeds*	Leek & District
Leicester, Leicestershire & Rutland	Lewisham, Greenwich & Southwark
Limerick & Tipperary	Lincoln*
Liverpool & Merseyside	Lowestoft & Waveney District*
Luton, South Beds & Harpenden	Macclesfield & District
Maidstone & Weald	Manchester & Salford
Mansfield*	Medway, Gravesham & Swale*
Mid-Cheshire	Milton Keynes
Newbridge & Kildare	Newbury
Newport & Gwent	Newry
North Devon & North Cornwall	North East Wales*
North Herts & Stevenage	North London (Enfield, Haringey & Barnet)
North West Surrey*	North West Wales
Northallerton & The Dales*	Northampton
Northumbria*	Norwich
Nottingham	Omagh
Orkney*	Oxford
Pembrokeshire	Pendle, Burnley, Craven & Rossendale
Perth	Peterborough & District
Plymouth, East Cornwall & South West Devon	Portsmouth & East Hampshire
Powys in Llandrindod Wells	Preston & District
Reading	Redbridge*
Rochdale, Oldham & District*	Rotherham
Salisbury & District	Scarborough
Scunthorpe*	Sheffield
Shetland	Shrewsbury
Sligo	Slough, Windsor & Maidenhead
Solihull*	South Cheshire
South Devon	South West Herts
Southampton & District	Southend-on-Sea
Southport & District*	Stafford
Stockport*	Stoke-on-Trent & Newcastle
Stratford-upon-Avon & District	Sunderland*
Swansea	Swindon & District*
Tamworth	Taunton & Somerset
Teeside (Middlesbrough)*	Telford
Tunbridge Wells & District	Tyneside*
Wakefield & District*	Walsall & District*
Waltham Forest (Leyton)*	Warrington, Halton & St Helens*
Waterford & the South-East	West Cumbria
Western Isles	Weston Super Mare & North Somerset
Wigan	Winchester & District
Wolverhampton	Worcester
Worthing	Yeovil, Sherborne & District
York	

*These branches are part of Samaritans Central Charity as of 31 March 2022.

Donors and supporters

Samaritans' focus is always on those struggling to cope and those who use our service. Our staff and volunteers are central to our ability to provide a service we're proud of. Yet we wouldn't be able to provide it without the people who support our work. We're so grateful for the money, time and passion they give to help us work towards our vision. We're thankful for every penny, from the core funding that allows us to do what we do best, to the specific funding of programmes and innovations that help us continually improve our service for those who need us. We'd like to thank all our donors and supporters – including those who wish to remain anonymous. We couldn't do what we do without you.

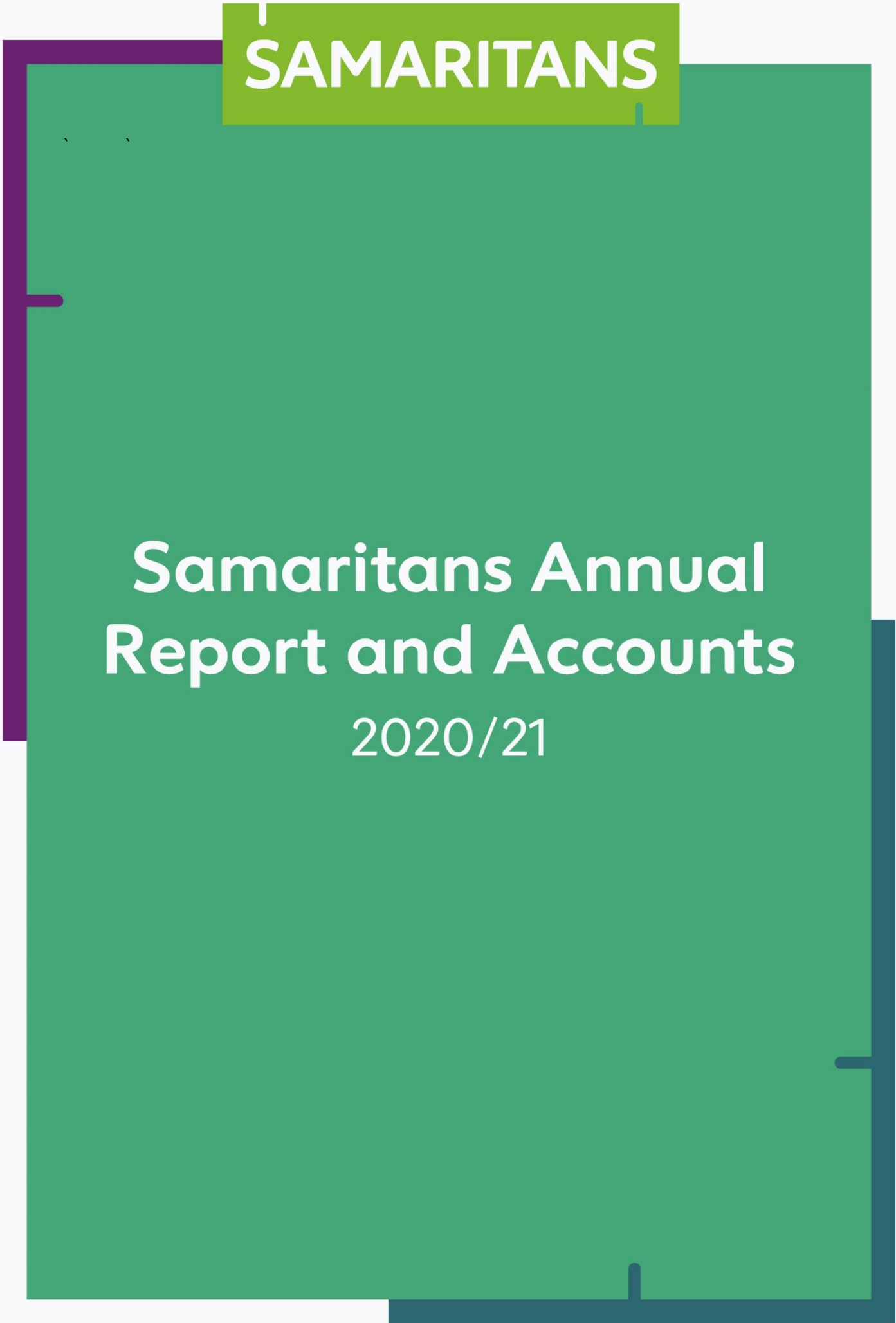
29th May 1961 Charitable Trust
Admiral Group
Alice Ellen Cooper Dean Charitable Foundation
Anthony Scholefield Foundation
ASAP
Baillie Gifford
Beder
Burberry
Cala Homes
Chris and Gilda Haskins
DCMS Community Match Challenge
Department of Health Northern Ireland
Dojo
East Sussex County Council
The Fidelity UK Foundation
Garfield Weston Foundation
Grace Trust
Guthrie Essame Charitable Trust
Her Majesty's Prison and Probation Service
Inman Charity
John Coates Charitable Trust
Legal & General
The Lord Mayors Appeal
National Highways
NHS England and Improvement
Nominet
The Options Fund
Peacock Charitable Trust
Permira Foundation
Phoenix
Schroders
Scottish Prison Service
Stone Family Foundation
Tides Foundation
TP ICAP
Trott Family Charitable Trust
VolkerWessels
Walter Guinness Charitable Trust
Welsh Government
World Gold Council

3 Ts Charitable Trust
Alan Boswell Group Charitable Trust
Andy Briggs
Ardonagh Community Trust
Atlas Fund
Barclays
BGL Group
Cadogan Charity
Calor
Curtins
Department of Health and Social Care
Derek Raphael Charitable Trust
Dr Vivian Child Charitable Trust
ERA
Freddie Green and Family Charitable Foundation
The Golding Family
GRAHAM
Hannover RE
Hutchinson Charitable Trust
Irish Prison Service
KKR
Leslie Mary Carter Charitable Trust
Misses Robinson Charitable Trust
Network Rail
The NFU Mutual Charitable Trust
Northern Ireland Prison Service
P F Charitable Trust
Pears Foundation
Peter Harrison
Porta Pia 2012 Foundation
Scottish Government
Souter Charitable Trust
Three
Tim Minchin
TraceLink
UK Greetings Ltd
VPS Group
The Waterloo Foundation
Wilson Family Trust

SAMARITANS

England & Wales - Charity number 219432

Accounts

The logo consists of a green rectangle with the word "SAMARITANS" in white, bold, sans-serif capital letters. The rectangle is positioned at the top center of the page. To the left of the rectangle, there is a thick purple vertical bar that extends from the top to the middle of the page. To the right of the rectangle, there is a thick teal vertical bar that extends from the middle of the page to the bottom. The background of the page is a solid green color.

SAMARITANS

**Samaritans Annual
Report and Accounts**
2020/21

Trustees' Annual Report and Accounts

Strategic report

Letter from the Chair and CEO	3
Our strategy	5
Impact of coronavirus	8
Our key achievements	9
Financial review.....	28
Risks and uncertainties.....	33

Governance report

Our structure	35
Incidents and Reporting.....	39
Fundraising Activities Statement	40
Statement of Trustees' responsibilities.....	42
Independent Auditor's Report to the Members and Trustees of Samaritans.....	43
Consolidated Statement of Financial Activities.....	47
Charity Statement of Financial Activities.....	48
Consolidated and Charity Balance Sheet.....	49
Cashflow Statement.....	50
Notes to the Accounts.....	51
Reference and administrative details.....	72
Samaritans branches.....	74
Donors and supporters.....	78

Letter from the Chair and CEO

Julie Bentley joined Samaritans as CEO in November 2020. Keith Leslie became Chair of Trustees in January 2021.

In this report, we round up Samaritans' year. The coronavirus pandemic has had a profound impact on everyone's emotional wellbeing, and it will take time to heal. Part of our role is to shape environments and policies that reduce the risk of suicide, and that's why we're pressing for national recovery plans to focus on emotional as well as fiscal recovery.

When the pandemic hit, we took decisive action and launched an emergency fundraising appeal to make up for income lost from cancelled events. Thanks to all the people who donated to Samaritans or fundraised for us throughout the year, we are still in robust financial health. This means we've been able to continue supporting those who need us now, as well as developing new services for the future.

We also worked closely with governments to make sure that our volunteers, as key workers, could continue running our helpline during lockdowns. And we made sure support was available to those on the frontline of the pandemic, for example setting up a dedicated helpline for NHS and social care workers in England and Wales and working with other charities to make sure support was available for all frontline workers across the UK.

One silver lining of the crisis is it has prompted an extraordinary response from people wanting to help others. Record numbers got in touch this year to say they wanted to volunteer as a Samaritan. More people than we could train at the peak of the pandemic, when we had to adapt all our recruitment and training processes to run virtually. As we catch up, we look forward to welcoming many into the Samaritans family in the coming months.

We're sure that every new volunteer will feel as proud as we have, to become part of this extraordinary volunteer and staff team. A team that has shown incredible dedication and resilience this year. In April 2020, the number of listening volunteers had fallen by a third, due to people having to isolate. Yet, thanks to the enormous efforts of thousands of Samaritans, we continued answering calls for help from people struggling to cope, at any time of day or night, throughout the lockdowns.

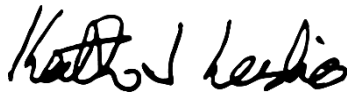
But it wasn't a case of just keeping afloat; this year we began lobbying for better support for people who self-harm, we launched a self-help app, and hundreds of Samaritans piloted our online chat service. The latter is a really significant development that means we can begin to be there for more people who need immediate support but who don't feel they can pick up the phone. A major priority for the coming year is to build capacity so online chat becomes part of our 24/7 service.

As we look ahead, we hope that easing of coronavirus restrictions will mean Samaritans can get back out into communities when they need us most. And we're determined that Samaritans will reflect the communities that we serve. To achieve our vision that fewer people die by suicide, and reach everyone who needs us, we must become more inclusive and diverse in everything we do. This year we published Samaritans' commitment to equality, diversity and inclusion, and we are both personally committed to ensuring that as we develop the next Samaritans strategy, that equality, diversity and inclusion will be at its heart and embedded throughout it.

As we take up our roles, we want to extend our significant thanks to our predecessors Ruth Sutherland, CBE, and Jenni McCartney who both worked tirelessly for Samaritans as the former CEO and Chair. But our biggest thanks must go to the extraordinary 20,000 Samaritans volunteers and 250 staff who, day in and day out, make sure Samaritans is always here for anyone who needs someone. The difference you make is life-changing. As one person who called Samaritans reflected; "It's like someone saying, 'I'll hold your hand through the dark'". In these difficult times, we're needed more than ever.



Julie Bentley, CEO



Keith Leslie, Chair

Our strategy

Our strategy, *Working together to reduce suicide*, was launched in 2015 and describes our vision for 2021, our priority areas and the ways in which we will work better to achieve even greater impact.

To achieve our vision of fewer people dying by suicide, we have identified four priority areas:

- **Service:** We will improve the quality and consistency of our service.
- **Access:** We will improve access to Samaritans' services.
- **Influence:** We will have stronger and more effective external influence and connections with partners.
- **Evidence:** We will improve collection and application of evidence.

To deliver this, we needed to make a 'step change' across three key areas: volunteering, learning and development and how we use digital technology.

To achieve this transformation and successfully deliver our strategy we launched a programme of work called *There for Everyone*. The programme is evidence-based, developed through consultation with and input from a Volunteer Reference Panel with around 500 members, and is tested and piloted through our branches and regions, and has clearly defined projects.

Underpinning this work are our people, our brand and the income we need to raise to be sustainable.



Our current strategy was due to end in March 2021, but the Board of Trustees agreed that 2021/22 will be a bridging year, enabling us to focus on completing the final areas of work we are already committed to delivering, some of which have been unavoidably impacted by the coronavirus pandemic.

During 2021/22 we are developing a new strategy, to take effect from April 2022. This will be a two-year rolling programme, underpinned by a longer-term set of priorities we are aiming to achieve over the next five years, with equality, diversity and inclusion at its heart. Our new strategy will seek to build on our strengths and the successes of the current strategy, but also address areas where we know change is needed to reflect the impact of the pandemic and other changes in society.

In developing our new strategy, we are listening to the views of our volunteers, staff, people with lived experience of suicidal thoughts and self-harm, those bereaved by suicide, funders and supporters, policy makers, other charities, influencers and other key stakeholders.

About this document

On the following pages, we highlight some of our major achievements during 2020/21.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from the Scottish Charity Regulator, the Charity Commission for Northern Ireland, the Republic of Ireland Charities Regulator and relevant bodies within crown dependencies.

In particular, Samaritans' core listening and online self-help services are available to the general public free of charge. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).¹

Specific work carried out to measure the impact of Samaritans' charitable activities evidenced both reductions in distress and feelings of suicide of Samaritans' callers and wider impact of our awareness-raising work, for example, an increased or reinforced sense of confidence about how to approach persons who might need help and may be at risk of suicide.

Please see our 2020/21 *Impact Report* for more information about our work and how it is making a difference.

¹ Equivalent purposes appear in the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Act (Northern Ireland) 2008. The Republic of Ireland Charities Act 2009 identifies the promotion of health, including the prevention or relief of sickness, disease or human suffering as a charitable purpose.

Impact of coronavirus

The coronavirus pandemic has had a profound impact on all of our lives and it is probably the biggest challenge we've ever had to face as a charity.

As a result of the pandemic, we had to put some activities on hold so we could prioritise others. We also had to take immediate action to make sure we could continue to be here when we were needed most.

The pandemic has impacted our work in many ways and you'll see these referenced throughout the report. Here are a few examples:

- Due to shielding restrictions, Samaritans initially saw a 30 per cent reduction in volunteers who were able to do listening shifts at the start of the pandemic, but other volunteers stepped in to do extra shifts to make sure the service would still be available round the clock.
- Governments across the Nations confirmed Samaritans as a critical service, which meant volunteers were able to travel to attend their shifts even during lockdown periods.
- Thanks to the incredible efforts and dedication of Samaritans volunteers, we have maintained our 24/7 service since the start of the first lockdown, with volunteers across the UK and Ireland clocking up more than one million hours listening to those who are struggling to cope during the pandemic.
- Over the year since restrictions began, one in five calls for help have been about coronavirus with people feeling concerned about mental health and illness, family relationships, finance and unemployment, and loneliness and isolation. We've carried out regular surveys with volunteers and supported research to better understand the impact of the pandemic on our callers.
- Coronavirus meant that we have had to suspend our face-to-face service and physical outreach activities. It also made it challenging for us to deliver our Listener scheme in prisons, which led to an increase in calls from prisons to our helpline.
- We also had to reschedule some of our planned activities. For example, the launch of the second phase of our *Real People, Real Stories* campaign was delayed from March to August 2020. We also had to introduce our online chat service in a more gradual way than initially planned, as we had to focus on keeping our other helpline services running.
- We introduced new ways for people to access support during the pandemic, for example bringing forward the release of our self-help app, launching a new confidential support line service for NHS and social care workers in England and Wales, and working in partnership with other charities to support frontline workers.
- Like other charities, we were affected by the cancellation of fundraising events and launched a successful emergency appeal to make up for this lost income.

Our key achievements

Service

This year, we adapted our services, infrastructure and training to the virtual environment required by the pandemic. We continued our work to maintain the quality of our services and safeguard callers, while developing plans to help us support more people in the future.

Our service framework

These are Samaritans' service outcomes, which provide a framework for how we deliver our services:

1. Our services are seen to be relevant by those that we are seeking to support.
2. Our services are reliable and resilient as we invest in our infrastructure and technology.
3. Our services are available and accessible, and we have the staff and volunteer capability and capacity we need to meet demand.
4. Our services are impactful, and we can demonstrate beneficial outcomes for those that use them.
5. Our services are safe for those who use them, and those that deliver them.
6. We will actively seek the participation of our beneficiaries in the commissioning, design, development, and improvement of our services.

In our 2015-21 strategy we committed to improving the quality and consistency of our service by making sure that:

- all Samaritans' callers experience a service which is responsive to their needs;
- Samaritans' training, volunteer management and roles are designed in such a way to ensure that we have the right people, with the right skills, in the right roles;
- quality assurance processes are consistently implemented across all our services and projects.

What we said we would do this year:

- **Improve the quality of the services we provide**, for example by creating engaging training and leadership resources, reviewing our core policies and embedding new escalation and reporting procedures.
- **Increase our capacity to meet existing and future demand**, for example by upgrading our helpline platform, supporting branches to recruit and retain volunteers, and developing new ways of volunteering.
- **Effectively safeguard our callers, volunteers, staff and donors**, for example by creating new safeguarding training and making improvements to help us better identify safeguarding concerns.

What we did:

We helped branches to adapt our volunteer recruitment processes from face-to-face to a completely virtual experience during the pandemic. A new recruitment journey and policy have been adopted this year to make recruitment quicker, easier and more flexible. A new branch management tool, which automates recruitment administration and processes, is also being rolled out across the organisation and this work will be completed in July 2021. We have seen an unprecedented number of people wanting to volunteer at Samaritans in the last year, receiving over 45,000 enquiries in 2020/21.

We introduced a new multi-channel platform, to increase the resilience and reliability of our helpline infrastructure in the UK and support our plans to roll out online chat. After an extensive procurement process, we started introducing the new platform to a few branches at a time. However, after experiencing a significant issue with our old platform, the decision was taken to significantly accelerate the roll-out. In a matter of weeks, we successfully migrated all 187 UK branches to the new platform. This was done without any impact on callers and the response from volunteers has been overwhelmingly positive.

We accelerated the roll-out of new branch technology and are on track to meet our target of replacing all branch duty stations with Chrome devices by the end of June 2021. The new technology is simpler for volunteers to use and easier to support. More importantly, the devices have been set up in a consistent and secure way, ensuring that data security risks are minimised. We also completed an accessibility audit of our helpline services and are working to implement the results. This has been delayed due to the pandemic and ongoing work to support the roll-out of online chat but we expect this work to be completed in the coming months.

We adapted our volunteer and staff training materials in response to the coronavirus pandemic so it could be delivered virtually. This included our core and refresher training for volunteers, our training for mentors, our induction and development of Branch Directors, and training for Samaritans staff. We introduced a new approach to continuous development for volunteers to ensure learning is relevant, interactive and engaging to the learner, using a range of methods wherever possible, rather than a 'one size fits all' approach. Along with our ongoing mentoring, this

new approach will move us towards a culture of continuous learning. We also developed new training for volunteers, including about self-harm, mental health, speaking to callers from prisons, equality, diversity and inclusion, and providing emotional support through the written word. Finally, we completed an accessibility audit of our training, which prompted a redesign of our learning management system, which was completed in January 2021.

We delivered 370 courses through workplace training this year, reaching 3,658 participants in 128 different organisations. This was an amazing achievement after we had to cancel face-to-face training sessions during lockdown and adapt all of our courses to a virtual setting as a result of the pandemic. We responded by introducing new courses which are more suited to the virtual environment. These have been so well received that we will continue offering them even after restrictions have lifted. We also worked with the charity GamCare to develop training on how to support vulnerable customers for the gambling industry.

We developed a plan for expanding our service so we can continue to be here when people need us, now and in the future. Over the next year we'll be piloting and launching new locations where thousands of potential volunteers will be able to join our charity in new ways that enable them to overcome many of the barriers that can prevent people from volunteering. One recent example is London City Hub, designed to target busy city workers in central London, which launched in September 2020. By trialling a different approach to volunteer shifts, we hope London workers will be able to volunteer flexibly around their existing work patterns and busy lives. We're also establishing 'satellite' locations, where branches set up another duty room in a different location. This allows us to bring volunteering opportunities to new places, without having to formally establish a new Samaritans branch. Finally, we are working on creating a new volunteering offer for students at university and exploring a new model for remote volunteering for Samaritans.

We continued to monitor the quality of our helpline services. We welcomed all feedback – good and bad. We investigated 443 service quality complaints,² as detailed in the table below.

Service quality complaints 2020/21	443
Substantiated complaints	61
Unsubstantiated complaints	103
Unproven	50
Unable to fully investigate (eg, because not enough information was provided)	210
No further action needed (eg, because feedback was positive)	19

Despite the pandemic, 61 quality reviews were carried out in branches last year to support the continuous improvement of the quality and consistency of our services. This is roughly the same number of quality reviews as in previous years. An audit of our email service was also carried out to help us better understand its safety and effectiveness, the results of which have fed into the

² In total, we responded to more than 3 million calls for help by telephone, over 540,000 emails and 1,200 letters last year as detailed on page 13.

development of a new model for email support to be introduced by the end of 2021. We have also developed a pool of quality monitors – volunteers who help quality assure our written word services.

We continued to invest in our safeguarding work, growing the team to include a Head of Safeguarding and two Safeguarding Managers. Alongside the staff team, we have a team of safeguarding volunteers who provide 24/7 support and guidance to branches through a dedicated safeguarding support phone line. In 2020 we updated our process for managing serious incidents and launched an updated version of our UK safeguarding policy, for which we produced training videos and new guidance for volunteers. We also laid the groundwork for future developments, which will include a confidential concerns line for all volunteers and staff, a new tiered approach to safeguarding training, a brand new safeguarding hub for our most complex callers, service wide listening in and improvements to the way we deliver our email helpline service.

What we were not able to achieve:

- The pandemic has a significant impact on volunteer recruitment and training, and as a result the launch of our new volunteer recruitment tools was delayed and we weren't able to embed our new volunteer development journey as planned.
- For similar reasons, we weren't able to progress as far as we had planned with some elements of our service development and expansion, such as testing new ways of volunteering.
- Our workplace training for external organisations was also affected as all face-to-face training was cancelled due to pandemic restrictions, but we introduced new courses that could be delivered online.

Access

We continued running our 24/7 helpline services throughout the pandemic, with volunteers clocking up over one million hours supporting those struggling to cope. We introduced new ways for people to access support, self-help tools and information.

In our 2015-21 strategy we committed to improving access to Samaritans services by making sure that:

- all helpline services are free to callers;
- awareness-raising campaigns are based on evidence of need, targeted at vulnerable groups and delivered at a local and national level;
- email and online chat support is provided in an integrated way;
- emotional support is provided outside of branch in new targeted settings;
- people get through to a volunteer every time they try to contact us;
- support is provided in targeted settings for those affected by suicide.

What we said we would do this year:

- **Increase the relevance and reach of our services and support**, for example by launching our new online chat service and self-help app, delivering our Listening programme in prisons, expanding our military programme, and developing a new service model for email support.

What we did:

We answered over 10,000 calls for help a day in 2020. Over the course of the year, Samaritans volunteers spent over one million hours answering calls for help. We responded to more than 3 million calls for help by telephone, over 540,000 emails and 1,200 letters. More than 450 calls were answered on our Welsh helpline, allowing Welsh-speakers the opportunity to access support in their chosen language. In 2020, despite social distancing measures and lockdown restrictions, we still reached over 65,000 people through our work in local communities.

We maintained our 24/7 service throughout the year despite the impact of coronavirus. The pandemic meant that we had to suspend our face-to-face service, but thanks to the incredible efforts and dedication of Samaritans volunteers, we managed to continue providing our other services day and night. Due to shielding restrictions, Samaritans saw a 30 per cent reduction in volunteers who were able to do listening shifts at the start of the pandemic, but other volunteers stepped in to do extra shifts so we could be here for people at this difficult time. Since the start of the first lockdown almost one in five calls for help have been about coronavirus, with people feeling concerned about mental health and illness, family relationships, finance and unemployment, and

loneliness and isolation. In response to the pandemic, we created special information pages on our website for those who were worried about its impact on their own or someone else's mental health, and which were read over a million times.

We supported volunteers to keep the Listener scheme running in prisons during the pandemic. We worked productively with the prison service in every Nation throughout the pandemic to ensure support remained available to those in prison. During 2020, trained prison Listeners responded to calls for help 34,000 times, spending over 17,000 hours supporting fellow prisoners.

We saw an increase in calls to our helpline from prisons this year. In England and Wales, Samaritans received a total of 351,842 calls to the prison-specific helpline number (1 April 2020 – 31 March 2021), which is an increase of 77,511 calls from the previous year. The Listener service in England and Wales continued running despite pandemic restrictions, with trained prison Listeners providing support on 27,994 occasions.

In Scotland, where the Listener scheme was suspended at the start of the pandemic in line with public health guidance, we secured access to Samaritans on the mobile telephones made available to each prisoner in Scotland. Our Listener scheme is now in the process of restarting across the Scottish prison estate. Between 17 November 2020 and 7 March 2021 there have been 1,569 calls from personal issue mobiles in Scottish prisons to Samaritans.

Despite the pandemic, all 15 Listener schemes in the Republic of Ireland continued to operate, and we also saw a 400 per cent increase in calls to the Samaritans helpline from people in prison. Calls mainly related to increased stress levels, worry for family, isolation, and general worries about coronavirus. The introduction of in-cell telephony in three prisons has contributed somewhat to the increase. However, prisoners also had less access to Listeners due to internal restrictions and safety measures within the prisons, meaning they have used their access to Samaritans as an alternative for support.

In Northern Ireland, branches continued to support the Listener scheme despite pandemic restrictions, although training had to be paused temporarily. Listeners in two prisons offered 43 hours of support to others in prison. Volunteers also answered 13,882 calls to the Samaritans helpline from the prison population.

We continued piloting our online chat service, which is now available on our website several evenings a week. Between September 2020 and March 2021, 911 volunteers across 42 branches had 11,526 online chats with people reaching out for support. Online chat makes it possible for anyone who is struggling to cope to have a live one-to-one written word conversation with a Samaritan online on their phone, tablet or computer. In feedback from some of the people who have used the online chat service, 95 per cent said they would use the service again, 60 per cent said they had never contacted Samaritans before, and 53 per cent said that if chat wasn't available, they would not have used another Samaritans service. We're working towards launching online chat with limited opening hours and then scaling up to 24 hours a day, seven days a week.

We launched a new support line for NHS and social care workers and volunteers in England and Wales, in partnership with the NHS, DHSC and the Welsh Government. The support line is currently provided by Samaritans volunteers who are self-isolating at home. Whether they've had a tough day at work, or are feeling worried or overwhelmed, Samaritans' volunteers are here to listen and offer emotional support to NHS and social care workers so they can continue to look after themselves and others around them. The support line has been promoted through social media channels and the volunteer network, as well as through our partners. In the first year, approximately 20,000 calls from NHS and social care staff were answered by Samaritans volunteers.

We brought forward the launch of our new self-help app in response to the pandemic, to May 2020. The self-help app offers practical ways to cope and stay safe if you're going through a difficult time. Since its launch, more than 50,000 people have signed up for the self-help app. It's helping us reach people who find it harder to use our other services. Since its launch, we've developed an analytics system and feedback mechanism, investigated ways to expand self-help beyond the app and implemented changes based on user feedback. We've also developed new techniques which will be added to the app soon.

We created and piloted an app for armed forces service leavers and veterans, called 'Samaritans Veterans'. The app focuses on improving access to emotional health and wellbeing information, guidance and resources for serving personnel transitioning out of the military. The app is being evaluated by the King's Centre for Military Health Research and over 500 armed forces service leavers and veterans have accessed the content. The feedback has been overwhelmingly positive and we expect to release the final app later in the year. We've also secured a grant from the Armed Forces Covenant Fund Trust as part of a joint project to reduce suicide rates amongst veterans. We'll be working with SSAFA, the Armed Forces charity, to identify gaps in our service offerings and take steps to improve access and quality of our service for high-risk veterans. We had planned to run a volunteer recruitment campaign for the military community and release our online chat service for service personnel stationed abroad, but both of these projects were delayed, in part due to the pandemic.

We provided practical support, advice and guidance to schools, colleges and universities affected by suicide through our Step by Step service. The team covers the United Kingdom and Republic of Ireland and is made up of listening volunteers who have been specially trained to provide advice, guidance and resources to schools, colleges and universities after an attempted or suspected suicide. In 2020, the Step by Step team of 66 advisors supported 107 educational settings following an attempted or suspected suicide. We have been able to maintain and develop service delivery over the last year through adapting how we support schools, enabling us to keep advisors and school staff safe whilst still being there for those that have needed us the most. The team have continued to offer a comprehensive service to schools, colleges and universities over the lockdown period by phone, email and videoconferencing.

We worked to make sure young people know how to look after their emotional health and seek help when they need it. Our team of volunteers across the UK and Ireland have continued to work together during the lockdown period to develop additional resources to help young people, both in

lockdown and when they return to full time schooling and university life. For example, we updated materials so they can be delivered straight into classrooms, via videoconferencing. We have focused on updating the emotional health and assembly talks as well as introducing a supporting video produced by Chester branch. We've also created a revised version of our Compassion in Education guide, originally created in Wales, so it can be used in schools across the United Kingdom and the Republic of Ireland. In the last year we have written revised guidance and developed a risk assessment for branches that can be used across all the education teams. Volunteers usually attend freshers' fairs but this year that has not been possible so we produced a short animated clip to be shown in freshers' fairs instead. Our Developing Emotional Awareness and Listening (DEAL) teaching resources are also being updated.

We made sure that people always have somewhere to turn in the Republic of Ireland, by allowing other helplines to divert to our service outside of their operating hours. Six different helplines in the Republic of Ireland currently divert into Samaritans when their lines close after hours. Aware, LGBT Ireland, Family Carers, Niteline, Grow Mental Health and most recently, ALONE, which supports older people at home. During 2020, our volunteers answered 1,371 calls from these helplines, offering 311 listening hours to people who may otherwise not have had someone to talk to.

In partnership with the Government of Ireland through the Emigrant Support Programme, we also provided free, 24-hour access to the Samaritans helpline for Irish people in a number of countries abroad. This year, the service was extended to Irish people living in Canada and Australia.

What we were not able to achieve:

- At the start of the first lockdown, we took the decision to stop offering face-to-face support in branches in order to keep volunteers safe.
- We also suspended our outreach work, which affected our work in local communities and education settings, although we adapted so we could offer some of this outreach online.
- Restrictions in prisons made it more difficult for trained prison Listeners to offer support face-to-face, and as a result we saw an increase in calls to Samaritans' helpline from prisons.
- We were not able to fully launch our online chat service in the UK this year as we saw a reduction in the number of active volunteers during the pandemic, which meant we've had to build up capacity to deliver the new service in a more gradual way.

Influence

We worked to make suicide prevention a priority across the UK and Ireland through our influencing work. We partnered with other organisations to raise awareness and encourage help-seeking. We increased our reach online and in the media, launching new resources to promote best practice.

In our 2015-21 strategy we committed to building stronger and more effective external influence and connections with partners by making sure that:

- we have strong referral relationships with partner agencies working with vulnerable groups (especially men in middle years, people in socio-economic deprivation and people with mental health problems);
- vulnerable people online are recognised, offered support and have less chance of coming into contact with harmful online content;
- we have strong effective relationships locally and nationally in order to influence the content and implementation of local and national suicide prevention policies;
- we understand the interests of our callers and use this knowledge to increase help-seeking and influence public policy and practice.

What we said we would do this year:

- **Influence suicide prevention policy and practice**, for example by engaging with policy makers to help shape government strategies and plans across all Nations and campaigning on key issues linked to suicide prevention.
- **Develop strategic partnership work**, for example collaborating with other organisations to provide support to anyone working on the frontline of the pandemic.
- **Influence responsible communication and portrayal of suicide and self-harm** through our media advisory service and the online excellence tech partnership, for example by expanding our media guidelines resources, training editors and journalists and developing best practice resources around online content.
- **Maximise awareness of our brand to inspire audiences to engage with us**, for example by delivering impactful awareness campaigns, continuing to develop our social media and website, and strengthening our presence in the media.

What we did:

We worked to influence policymakers and parliamentarians across all Nations to make suicide prevention a priority, particularly highlighting the impact of the coronavirus pandemic on our callers and calling for relevant government action:

- We played a key role in advising the UK Government in its response to coronavirus and suicide prevention, meeting key Ministers and officials. We participated in UK Government advisory groups, including on coronavirus and suicide. We also responded to a number of

government consultations, including on the reform of communications offences, reform of the Gambling Act 2005 and children and young people's mental health.

- In **England**, we helped to secure £5 million funding for suicide prevention work undertaken by charities in the 2021 England suicide prevention strategy progress report and £1.5 million funding for real-time suicide surveillance. The progress report cited the numerous contributions that Samaritans is making to the suicide prevention agenda. We also worked with other mental health charities, including Mind, Rethink Mental Illness, Mental Health Foundation and Young Minds, to secure a new mental health recovery plan for England as the country recovers from the pandemic.
- In **Scotland**, as a member of the National Suicide Prevention Leadership Group (NSPLG), we recommended that the Scottish Government adopt pandemic-specific responses to suicide prevention. We are also a member of the government's coronavirus stakeholder group and played an active part in shaping Scotland's post-pandemic mental health transition and recovery plan. We supported the launch of the *United to Prevent Suicide* campaign, the new unifying identity for suicide prevention in Scotland. We launched our 2021 Holyrood election manifesto, *Six Priorities to Help Save Lives*, focusing on inequality and mental health, third sector investment, isolation and digital exclusion, data and intelligence, and calls for the creation of a long-term suicide prevention strategy and an aligned strategy to address self-harm.
- In **Wales** we had regular meetings with the Welsh Government throughout the pandemic to collaborate on the response, update on issues of concern and promote understanding of our service. We supported a cross-party on suicide prevention in the Welsh Parliament and influenced the new school curriculum bill to place a bigger emphasis on mental and emotional health. We launched our impact report for Wales in the autumn at a virtual event which included many third sector and statutory organisations as well as members of the Welsh Parliament.
- In the **Republic of Ireland**, we contributed to Economic and Social Research Institute (ESRI) and National Public Health Emergency Team (NPHE) discussions around the impact of coronavirus on mental health and wellbeing. We also secured Samaritans' voice on one of the mental health policy's national implementation monitoring sub-committees. In advance of General Election (RoI February 2020), Samaritans launched our *4 Asks 4 a Safer Ireland* campaign, focusing on men, self-harm, loneliness and online safety, and encouraged all candidates to show their support for mental health. Samaritans Ireland has been instrumental in the development of new HSE guidelines for delivering suicide prevention services.
- In **Northern Ireland** we submitted several responses to government consultations including the mental health strategy for 2021-2031 and the Public Health Agency's pre-consultation for suicide prevention and postvention services. We started work on producing our first Northern Ireland Strategy and commissioned a team at Ulster University to help shape this.

We began a new stream of influencing work focused on self-harm, the strongest risk factor for suicide. Research and policy reports were launched in every Nation detailing the experiences of people who self-harm, including *Pushed From Pillar to Post* in England which found significant gaps in the care currently available. Alongside this, we developed new content for our website for people seeking support for self-harm and produced an animation to support people in talking to people who are self-harming.

As secretariat of the All Party Parliamentary Group on Suicide and Self Harm Prevention at Westminster, we supported an inquiry exploring the experiences of young people who self-harm and presented the findings to parliamentarians and health policymakers. These issues have subsequently been included in an inquiry from the Health and Social Care committee in the Westminster Parliament.

In Scotland, we released the report *Hidden Too Long: uncovering self-harm in Scotland*, which aimed to start a national conversation about self-harm in Scotland and calls for a new strategy. Within a week of launch the Minister for Mental Health invited Samaritans to present the report to a meeting of cross-party health spokespeople. The Scottish Government has funded our engagement work on the report and we are continuing discussion on next steps for national action. To date, we have engaged 150 stakeholders in our online events.

In Wales, we published *The Right Support At The Right Time? - Improving the availability and quality of support after self-harm in Wales*, a report which brings together insights from people with lived experience of self-harm, stakeholders, service providers and the general public to understand the support needs of people who have self-harmed and identify opportunities to improve the quality of support available.

In Ireland, we undertook research on self-harm through a lived-experience online survey of 132 individuals across Northern Ireland and the Republic of Ireland. The report made several recommendations following key findings from the survey.

We launched a [hub of online safety resources](#) to help young people stay safe online when engaging with self-harm and suicide related content. These include how to share their feelings of suicide and self-harm online safely, how to report worrying content and how to support someone who might be struggling, but also tips on talking about suicide online in a safe way for the general public. The resources have been co-produced with young people with lived experience of self-harm and suicidal feelings and experience of supporting others at risk. Samaritans has also launched an Online Harms advisory service, providing free and confidential specialist advice on issues relating to self-harm and suicide content online.

We carried out research to better understand the impact of self-harm and suicide content online. The research, which is carried out in collaboration with the University of Birmingham, Middlesex University and Canterbury Christ Church University, will examine what makes content harmful or beneficial, and for whom, and explore the impact on users when content is removed or blocked. This year, we have also been looking at how online conversations are changing during the course of the pandemic to detect and respond to emerging methods of suicide discussed online. In collaboration

with the University of Bristol, we're examining the impact of engaging with suicide or self-harm content over time.

We published our new tech industry guidelines for sites and platforms to help create safer online spaces for vulnerable people. The guidelines have been developed by Samaritans in collaboration with government, the world's leading technology and social media companies including Facebook, Instagram, Google, YouTube, Twitter and Pinterest, academics and third sector organisations to help tackle the issue of harmful online content, whilst improving access to content that can be a source of support. This year, we also delivered our first Online Harms research webinar, with over 500 attendees from the UK, Ireland, other parts of Europe, Brazil, Canada, Israel and the US.

We partnered with other charities to launch round-the-clock support for frontline workers, including health, care, emergency and key workers. Our Frontline is a partnership between Shout, Samaritans, Mind, Hospice UK and The Royal Foundation. It offers round-the-clock one-to-one support, by call or text, from trained volunteers, plus resources, tips and ideas online to help frontline workers look after their mental health.

We expanded our partnership with the rail industry, securing funding for another five years of delivery in partnership with Network Rail on behalf of the wider rail industry. The programme recruited a number of new roles, including five Regional Development Leads enabling us to be visible, understand, and respond to the opportunities and challenges that the rail industry faces at a community level. We also recruited a Media Manager, reflecting the focus we are placing on both internal and external communications that are essential to the success of the programme.

We trained close to 2,000 rail industry staff on our Managing Suicidal Contacts (MSC) course this year. In total, the programme has now trained over 27,500 staff across all of our courses. This year, 1,810 life-saving interventions were made on the railway. Following the first lockdown in March 2020, we quickly adapted our training delivery to take place virtually, with a delivery gap of only three weeks. The pandemic and subsequent lockdown meant that we were unable to deliver the face-to-face support that we usually provide to stations following an incident. The roadshows that we typically deliver at key rail locations each year also had to be cancelled in 2020 but will hopefully resume once social distancing restrictions have been lifted.

We launched the second phase of our *Real People, Real Stories* campaign, supported by Network Rail on behalf of the wider rail industry and also there was additional funding from NFU Mutual and the Welsh Government to reach men in rural communities. The campaign, which was postponed from March to August 2020 due to the pandemic, told real stories from men who've struggled to cope, in an effort to encourage others to contact Samaritans when they're having a difficult time. Aimed at men aged 20-60 years, who are most at risk of suicide, the campaign was mainly advertised late at night and in the early hours of the morning, to reach the target audience when they needed it most. The campaign reached 40 per cent of men in the target audience and we saw an increase in their awareness of Samaritans. In a survey, 45 per cent of men said that they would recommend Samaritans to a friend or relative after seeing the campaign. *Real People, Real Stories* has won a number of awards, including best charity campaign and overall best campaign in the Campaign Media Awards.

We ran campaigns on roadsides and public transport across Ireland. We were supported by Iarnród Éireann (Irish Rail) with the allocation of media space at various locations across Dublin during coronavirus restrictions, with the campaign featuring on digital screens and billboards. In Northern Ireland, Samaritans messaging was featured on an outdoor and bus campaign across Belfast and other parts of the region.

We asked people to reach out, check in and stay connected with a virtual chat on Brew Monday. Our reminders to catch up for a cuppa were seen 2.2 million times on social media and over 1,000 people signed up to hold their own virtual Brew Monday events. We also had excellent engagement from the rail industry, businesses, and a range of organisations ranging from student unions to healthcare charities. As branches were not able to hold their usual events, many held special online 'Learn to listen' events instead, where they shared listening tips with local partners and members of the community. We held the first ever virtual Brew Monday event in the Westminster Parliament, hosted by Samaritans volunteer Liz Twist MP and attended by around 40 MPs from across the political spectrum. We also had fantastic celebrity support. Author and illustrator Charlie Mackesy created a bespoke animation for us, which we featured on social media and on screens in train stations. The total media reach for Brew Monday leapt from 39.3 million in the previous year to 119 million.

We reminded people that we will be there for them during their darkest hours through our Longest Night campaign in Ireland, which is held on the winter solstice. Landmarks across Ireland were illuminated on Monday 21 December, including Dublin Airport Control Tower, The Rock of Cashel, Blackrock Castle (Cork), Kilkenny Castle, Enniskillen Castle, Hill of the O'Neill (Dungannon), Devonshire Bridge (Dungarvan), universities and colleges, and several city and county council offices.

We continued our partnership with the Gaelic Athletic Association (GAA), Ireland's largest sporting body, to encourage people who are going through a difficult time to seek help, while also tackling the stigma associated with mental health problems. The relationship between GAA clubs across all 32 counties and our branches raises awareness of our helpline service and encourages people to reach out for support when they're struggling to cope.

We promoted our Welsh language helpline through a television advert that ran on channel S4C, as well as a social media campaign and other advertising. We increased our bilingual awareness-raising campaigns, reaching out to communities in most need including in rural areas. We also partnered with Citizens Advice Cymru to issue a joint press release and authored a think piece on the importance of protecting those who are most vulnerable from the economic consequences of the pandemic, including unemployment and isolation.

We were a lead partner in the Scottish Government's *Clear Your Head* campaign, helping people to look after their mental health during the pandemic, and our helpline details were included in a mailing to all households from the First Minister.

We updated our media guidelines for reporting suicide and expanded our resources for journalists and programme makers, launching a new e-learning programme, to continue to influence

responsible and sensitive coverage of suicide. The media advice team advised on a storyline for EastEnders, which saw a whole episode dedicated to a lead character calling Samaritans' helpline. We also advised on a Hollyoaks storyline, which was cited by a viewer, who had been planning a suicide attempt, as influencing them to reach out for help. We also advised the producers of two major documentaries, one covering the life and death of former TV presenter Caroline Flack and the other featured presenter Roman Kemp in a film about male mental health and suicide. Advice was given to nearly 400 contacts and training sessions delivered to media outlets including media regulators IPSO and Ofcom, The Independent, Manchester Evening News, Newsquest titles, Reach digital editors, Yahoo and LadBible. In addition, media guidelines training was given to train operating companies. We have also been working with academics on a study about suicide reporting during the pandemic, using our news reporting monitoring data.

We achieved excellent media coverage for Samaritans this year, with high-profile pieces across a range of print, online and broadcast media. We also saw a significant increase in media enquiries, mainly driven by interest in the link between the coronavirus pandemic and mental health. This year, we focused on building relationships with media that reflect more diverse audiences, for example teaming up with LadBible on their UOKM8? campaign. We also developed our public relations work with key partners including Network Rail and NHS England.

We saw a significant increase in the number of people visiting our website, with over 5 million people accessing the site last year – a 47 per cent increase compared to the previous year. Our total audience on social media also rose by 24 per cent to over 384,000. The volume and nature of contact with our audiences shifted dramatically as mental health and wellbeing became a central part of the public conversation in 2020, resulting in more people reaching out to support others and signpost to Samaritans on social media. We received over 2 million engagements and 250,000 messages.

We continued to see positive results from our brand update in 2019, with increased brand recognition measured in surveys of members of the public in Great Britain – especially among younger people. We remain the most trusted charity within our field and one of the most trusted in the charity sector. In a recent rating, Samaritans was the fifth most popular charity (YouGov, 2020). In another survey, more than 8 in 10 said they think Samaritans meets a genuine need, and more than 7 in 10 said they think we're more relevant than ever (NFP Synergy Quarterly Charity Awareness Monitor Q3 2020).

We hosted the secretariat for the National Suicide Prevention Alliance (NSPA) and Support After Suicide Partnership (SASP) in England. During the year, the NSPA nearly doubled its membership to over 1,000 organisations and individuals. The team at the NSPA ran online discussions and webinars on the challenges of coronavirus and how people are approaching them, reaching more than 1,000 people from charities, public health, the NHS and the private sector. They also launched a lived experience network and have over 250 people with diverse experiences on their online panel and over 20 trained and supported influencers who can join strategic groups, review plans and resources and speak at events.

This year SASP worked with the University of Manchester to publish the report *From Grief to Hope: The Impact of suicide In the UK* which was contributed to by over 7,000 people with lived experience. SASP has launched its new website and worked hard to ensure the latest information was available for people who lost someone to suicide during the pandemic, with significant changes to funerals and inquests during this time. It has also updated *Help is at Hand*, a guide for and by people bereaved by suicide, to include information on the legal process, supporting military families, and supporting children and young people, working in partnership with NSPA and PHE. SASP has overseen the roll-out of funding from NHS England for local suicide bereavement support services, which will result in every area of England having a service in place by 2024, and supported these through the development of its Central Hub.

What we were not able to achieve:

- Volunteers were not able to hold physical campaign events this year due to the pandemic.
- The pandemic affected our campaigns in other ways too. For example, our Real People, Real Stories campaign was postponed from March to August 2020 and Brew Monday had to be delivered as a virtual campaign this year.

Evidence

We continued to build our evidence base and used this new knowledge to inform our services, communications and influencing work, bridging the gap between research and practice.

In our 2015-21 strategy we committed to improving the collection and application of evidence so that:

- we are better able to demonstrate our approach to supporting people, the benefits this provides and its contribution to reducing suicide;
- we understand the needs and profile of the different groups of people who use our services and what they get out of those services;
- we apply existing evidence around ‘what works’ to improve and develop our support services;
- we evaluate the impact of Samaritans’ strategy.

What we said we would do this year:

- **Build and translate evidence about suicide and suicidal behaviour and the impact of our work** to inform decision-making and activity across the organisation, for example our influencing work and the development and improvement of services.
- **Fill key gaps in knowledge that are necessary to develop a new strategy**, for example carrying out research to better understand the impact of specific areas of our work.

What we did:

We developed a new programme of research in response to the coronavirus pandemic, to help us understand the profound social, psychological and economic impacts of the pandemic for those who use our services, or who might be at increased risk of suicide. This has included:

- **Understanding our Callers: Covid-19** – a [real time research project](#) which has tracked the way the pandemic is affecting our callers and the way they use our services. At the beginning of the pandemic this work was quickly developed in order to respond to the changing external environment. This research has involved analysis of 2.3 million contacts to Samaritans, and regular surveys with our volunteers with over 10,000 responses in total. This has provided a crucial part of the national picture of the impact of pandemic, and we are using the results in our influencing work around national recovery.
- **Evaluations of our new services** – we have evaluated the use and impact of two new services that were developed in response to the pandemic to support frontline and healthcare workers. This research involved understanding more about how NHS workers are using our dedicated phone line, and crucially providing insights about what their concerns and struggles were in relation to providing lifesaving support during the pandemic. We have also worked

with our other third sector partners within Our Frontline to provide insights into the success of the campaign in terms of reach and impact on Frontline workers, and to identify process and operational learnings that can inform future campaigns.

- **COVID-19 Mental Health and Wellbeing study** - led by Professor Rory O'Connor at The University of Glasgow, which we jointly funded with the university and Scottish Association for Mental Health. This involves 2 studies, to understand the impact the pandemic is having on the mental health and wellbeing of the UK and Scottish populations. These are nationally representative surveys that involve around 5,500 people in total, who are being followed up throughout the pandemic to understand the ongoing impact. Initial findings have been published, which are showing some of the profound impacts the pandemic is having on the population, in particular on young people, people with existing mental health conditions, and people who are socio-economically disadvantaged. These studies are still underway and will continue to provide a valuable part of the picture in relation to the ongoing impact of the pandemic.
- **Research into the economic impact of coronavirus on young adults' wellbeing** – research currently underway to understand what difficulties young people in particular will face when they are suffering the economic consequences of the pandemic. This research will complete in 2021.

We completed a flagship study of our telephone helpline that has helped us gain a better understanding of our callers and the impact of our helpline. Our [Caller Outcomes study](#) was an externally commissioned evaluation that provided us with crucial new insights into the impact of the helpline on callers, callers' experience of the support we provide, how our services fit in to their lives, and callers' and volunteers' experience of participating in research. This study measured for the first time, how speaking to our volunteers on the helpline reduces distress and suicidality for callers. For all callers, on average, there was a significant reduction in levels of distress from the start to end of a call, and from the start of a call to one week later. Most callers felt their call helped them to manage their own level of distress and suicidal thoughts or feelings. A week after calling Samaritans, seven out of ten callers said they were feeling better, and that their call had contributed to this. This project is a huge step forward in relation to our evidence base, but also in the use of creative research methodology gathering data through services from hard-to-reach vulnerable people.

We completed several evaluations of our work, including the evaluation of two pilot services for people in prison (postvention service and prison email support service) and an evaluation of our Military programme.

We continued to use evidence to directly inform and improve our work, including service development and influencing work. This includes the development of new services to support key at-risk groups such as veterans, and supporting the development of the handbook which builds directly on our recent research with low income middle aged men.

We commissioned a rigorous review of research and evidence around suicide in Northern Ireland to inform the development of Samaritans' new Northern Ireland Action Plan. The report lays out key

issues, areas of concern and recommendations for action. It provides crucial insights that will feed into the development of the Northern Ireland Action Plan and help us work towards our vision that fewer people die by suicide.

We launched new online evidence resources for our staff and volunteers, covering key suicide prevention topics such as suicide rates and common risk factors. This means that the whole organisation has the most recent evidence available and accessible to support all activities. In addition, we have reviewed and developed our research ethics processes in order to respond to the increasing volume of research being conducted within Samaritans, to ensure that all research is completed to a high ethical standard and our staff and volunteers are up-skilled in this area.

We continued to bridge the gap between research and practice across a range of different sectors. We know how important it is that research is designed, carried out, and translated with the 'real-world' impact in mind. To do this, we:

- Continued to work collaboratively with the Office of National Statistics to promote and disseminate the latest statistics on suicides in the UK.
- Completed our commissioned research *Suicide and Life-Saving Interventions on the Railways* study (with Middlesex University; funded by Network Rail) which provided new evidence into where, when and how suicide at railways and other public locations can be safely and effectively prevented by a third-party intervention.
- Commissioned a series of 'deep dives' into our own service data with academic partners from the University of Bristol, Ulster University, and University College London.
- Successfully obtained joint funding for new research with academic partners at the University of Bristol (funding from Emerging Minds) and University College London (funding from National Institute for Health Research).
- Provided cross-sector support through the translation and provision of evidence, including to Highways England, Network Rail, the Ambulance Service, and the insurance industry.
- Providing input to the NHS England community mental health transformation project, led by the University of Manchester, as a member of the Expert Reference Group.

What we were not able to achieve:

- It was not possible for us to evaluate our outreach work this year, as all physical events and outreach was halted as a result of the pandemic.

Equality, diversity and inclusion

Samaritans' vision is that fewer people die by suicide and achieving this relies on us becoming more inclusive and diverse in everything we do. We are continually striving to become the best organisation we can be, for our callers, for our supporters and for each other.

We have committed to building a culture where everyone is appreciated for their unique self and unique contributions, based on our shared values. Following updates to our equality, diversity and inclusion policy, we have worked to update further policies, procedures and ways of working to ensure inclusion is embedded across everything we do. For example, we've updated our family friendly policies to make sure the same support is offered to all our staff, regardless of their gender identity or sexual orientation. We've also updated our flexible working policy to further emphasise its focus on inclusion, trust and choice. Our HR team and Volunteering team have been evolving our recruitment and retention work to help us be more inclusive, and our Learning Development team have developed a range of learning resources relating to diversity and inclusion, such as unconscious bias training.

Following a series of sessions dedicated to diversity and inclusion with our leadership teams, across Samaritans, we developed and published our [commitment to equality, diversity and inclusion](#). In the statement on our website, we outline how we're working to become more inclusive and diverse in everything we do. This will be an important focus for Samaritans in the coming year, as we start to develop our next strategy.

We developed an equality, diversity and inclusion toolkit as part of a pilot project with branches in Wales. This toolkit will be rolled out across the whole organisation. We also began engagement work with the wider branch network and started an internal diversity and inclusion forum for volunteers and staff, which already has over 400 members. This year, we held workshops for staff on equality, diversity and inclusion, as well as offering training on disability inclusion and autism awareness.

To create a culture of inclusion, we need to invest in resources and expertise to support this work. We advertised for specialist roles to support our diversity and inclusion work across all Nations, as well as specific support in Scotland, to work alongside the person leading this area of work in Wales. Equality, diversity and inclusion will be embedded across all areas in the development of our next strategy, to make sure it is at the heart of everything we do.

Environmental impact

This year, we took steps to reduce our environmental impact, for example by switching our central office and central charity branches to green energy tariffs. We further embedded flexible working for staff to allow for more homeworking and reduced travel.

Due to the pandemic, all conferences and governance meetings were moved online and we dramatically reduced our office printing and photocopying. We made a commitment that the environmental sustainability improvements we have made this year will be maintained throughout the next year, and in years to come.

Financial review

Overview

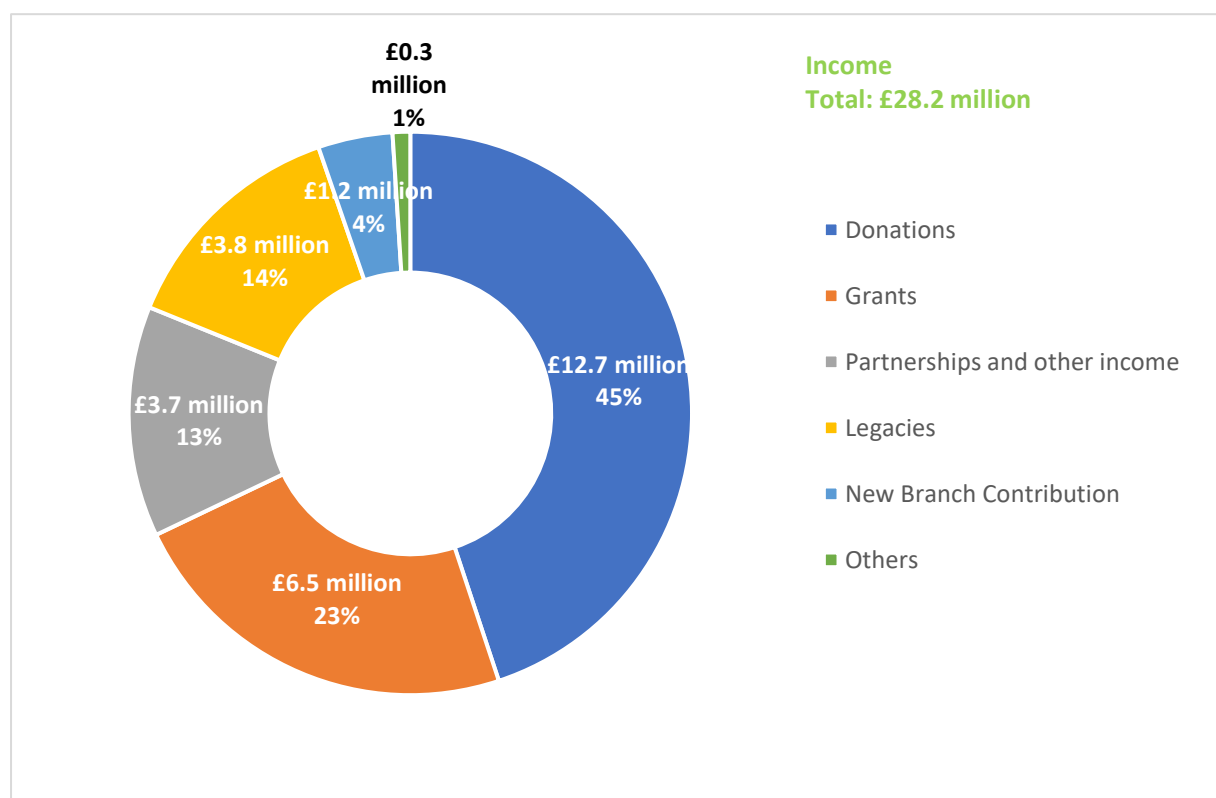
In the year, the Group has continued to invest in the support and development of the service, primarily through the major investment programme, *There for Everyone*.

The financial statements of the consolidated charity group for the year ended 31 March 2021 show a net increase in funds of £6.4 million.

The financial statements do not reflect the value of the time donated by the volunteers within the branches in delivering the Samaritans' service. In 2020, our volunteers spent **1.1 million** hours of their time on the core listening service alone, which is estimated at a value of **£16.5 million**.* The total value of the time devoted by volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included. Volunteers are the foundation on which the strength of the Samaritans' service is built.

*Grossing up at the median gross hourly rate for full time workers in the UK.
Source for earnings data: Office for National Statistics.

Income



Total income for the year was £28.2 million, compared with £20.6 million in 2019/20. In respect of ongoing activity, donations from individuals are still the largest source of income. We continue to develop other income streams notably grants, corporate donations and partnership income. Income

from donations & legacies increased by £4.8m to £16.5m, and grant income increased by £2.1m to £6.5m.

During the year, despite the impact of Covid, fundraising from community and events income increased, and there was also an increase in fundraising through online activity, including Samarathon and Facebook events, an emergency appeal and some targeted grant funding, which included a Covid grant from the DHSC, and funding specifically targeted at providing a helpline for NHS staff.

As we continue to deliver our change programme and develop our new strategy, we set ourselves ambitious fundraising targets. We appealed to the general public and funders to keep us going during the pandemic, but also to ensure that for future years we have financial stability to continue our There for Everyone programme. The strong response and generosity of our donors gives us greater financial security against an external backdrop of financial uncertainty.

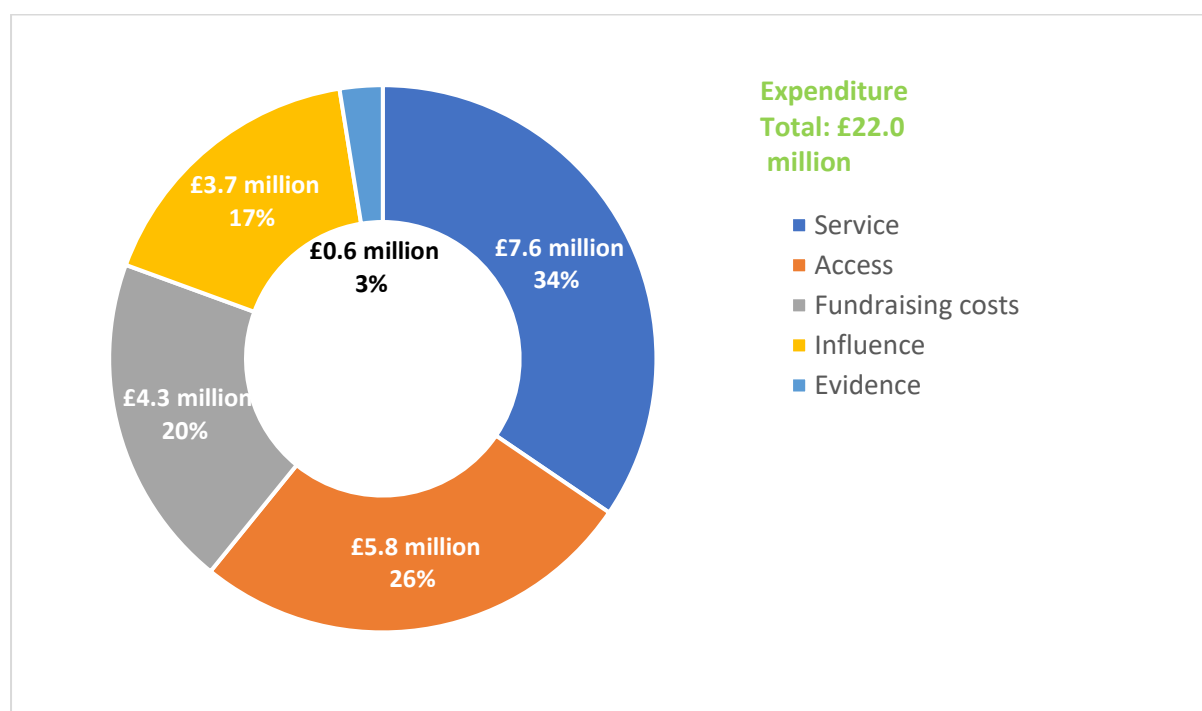
Grant income includes funding from the Department of Health totalling £1.8m over 4 years (£475,000 in 2020/21), contributing towards the cost of calls to our freephone helpline. The range of fundraising activities that Samaritans carries out is extensive and includes generous support from companies, trusts, legacies, individual donors, community events, sporting and challenge events and grants from public bodies. We continue to look at ways to broaden and improve our fundraising and income generation activities, putting supporters at the heart of how we do this.

We are very grateful for the support we receive from all our donors, and a list of our major supporters can be found on pages 78 to 80.

We recognise the potential and value in long term funder relationships. We were delighted to successfully complete our second year as beneficiaries of The Lord Mayor's Appeal, while we also began a multi-year, funded collaboration with the technology sector, working with Facebook, Instagram, Pinterest, Twitter and Google to reduce online harm.

In addition to the fundraising activities above, our other major funding streams include our partnership with Network Rail for the delivery of a suicide prevention programme; grant funding for the support of the prison Listener scheme funded by Her Majesty's Prison and Probation Service (HMPPS); and funding from HSE Ireland towards the running of our Freecall service.

Expenditure



Total consolidated expenditure, including the value of donated advertising, increased from £19.1 million in 2019/20 to £22.0 million, an increase of 15% from the previous year. During 2020/21, fundraising costs amounted to £4.3 million which is the same as last year.

Total charitable expenditure amounted to £17.7 million in 2020/21 compared with £14.8 million in 2019/20, which is analysed in detail in note 7 to the Accounts. We are committed to maximising the proportion of expenditure in developing and delivering the service to people, to respond to the increasing demand for our services and to reach more people through the communication channels they wish to use. We continued to advance the major investment programme, *There for Everyone*, with its focus on developing new digital channels for the service and updating our processes and systems; supporting our beneficiaries more effectively; and developing our learning and development capability both within and outside the organisation. In the year, charitable expenditure represented 80% (2019/20 77%) of total expenditure.

Reserves policy

As at 31 March 2021, the total consolidated funds held by the Group amounted to £29.4 million. Of these funds, £26.9 million are unrestricted and £2.5 million are restricted. Two new designated funds were created during the year totalling £4.75m so within the unrestricted funds there are six designated funds amounting to £14.1 million: £8.8 million representing fixed assets including all the SCC branch properties; a £0.7 million property maintenance fund to maintain SCC branch properties; £0.2 million fund to improve the accessibility of our service via the use of digital technology; £0.7

million towards the *There for Everyone* programme; a £1.25m service expansion fund to widen the reach for beneficiaries; and a £3.5m Strategy Development fund to deliver the new strategy from 2022/23 across the whole organisation including affiliate and central branches

In setting the reserves policy, the Board of Trustees considers the need to provide against any future income shortfall, fulfil working capital requirements and allow funds to be available to support service developments. This is balanced against the need to spend reserves now to deliver services to meet beneficiary needs.

For 2020/21 the Board of Trustees agreed a balanced core budget along with an additional investment of £2.0 million across service development, fundraising and core infrastructure. We had therefore anticipated that the level of free reserves would reduce to within the target range in the coming months.

Reserves have increased in the previous year, despite the challenges of Coronavirus. In anticipation of the challenges ahead, both for income and potential service need, the Trustees have agreed to continue with the target range for free reserves of between four and twelve months of general expenditure (which as at 31 March 2021 equates to £5.1 million and £15.3 million respectively).

The reserves of Samaritans Ireland increased by £0.7m mainly due to an increase in legacy income, and the contribution from the trading subsidiary increase by £0.8m. Together with the higher than anticipated income for the main charity, and lower levels of expenditure due to activities being postponed or delayed in 2020/21. After the transfer of £4.75 to designated reserves, this has resulted in a level of consolidated free reserves held at 9.3 months (£11.8 million), which falls within the target range.

It is anticipated that in 2021/22 the impact of the delayed expenditure, and new planned investment, will result in free reserves falling further. The overall increase in expenditure includes spend on safeguarding and cyber security, which both commenced in 2020/21, along with business-as-usual support costs for the *There for Everyone* programme which concludes during 2021/22. The new investment for 2021/22 covers a number of projects, including new strategy development and preparing the organisation for new ways of working following the final easing of covid restrictions.

The reserves policy will continue be reviewed on at least an annual basis, particularly in response to the developing COVID-19 situation.

Investment policy

The overall investment objective is to achieve a positive real return (i.e., adjusted for inflation) over time. For short-term investments, the return is likely to be in income with an emphasis on capital preservation and limited credit risk. For longer term investments there is no explicit income objective but a desire to increase the value of the Group's assets above inflation.

J Hambro & Partners are the appointed investment managers, and as at 31 March 2021 the value of the portfolio managed was £1.5 million (2020: £1.3 million). Investment gains during the year were £0.2m (2019:20 £0m).

In addition, £3.0 million is held within the Charities Official Investment Fund (2020: £3.0 million).

The Trustees regularly review the proportion of funds invested for the longer term in the context of revised financial projections, our reserves policy and service investment requirements in coming years.

Subsidiaries

As the trading subsidiary of Samaritans, the substantial majority of the turnover of The Samaritan Enterprises Limited remains the contract with Network Rail. Samaritans Ireland and Samaritans in Scotland support the Central Charity in the delivery of our strategy in those Nations.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure.

While there may be less economic uncertainty than a year ago, there are still a number of factors that could impact income generation, in particular as the covid restrictions are lifted and financial support from the Government is withdrawn. However there are also some potential shorter-term positives, as face to face events are expected to resume in the coming months. We continue to review all income streams and have carried out sensitivity analysis in order to estimate the scale of the challenge ahead.

Building on this work, there are a number of options open to us if we need to cover any funding shortfall, including utilising some of the additional reserves built up during the last 12 months. If any action is required on expenditure, we will be guided strongly by both the current strategy and the new strategy currently under development.

Based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity, the Trustees consider that Samaritans is able to continue as a going concern.

Risks and uncertainties

How we manage risk

The Board of Trustees is ultimately responsible for risk management. The Audit and Risk Committee, as a sub-committee of the Board, reviews key risks, and the adequacy of mitigating actions, on a regular basis. The Committee reports to the Board on risk quarterly.

A comprehensive annual planning and budgeting process is approved by the Board, during which a thorough assessment of key external and internal risks is undertaken. The Board also receives risk evaluations on any major new areas of activity.

During the year we developed our risk framework further. Our risk identification and risk management process was already established. To strengthen our risk framework, we have produced an initial assessment of our risk assurance foundations, and started to consider risk appetite to support risk management and to inform some of the Board's choices as we develop the next strategy. The risk appetite matrix will be further developed in 2021 to create a useful tool to help articulate risks and opportunities and facilitate good decision making.

Our top five risks, as identified in the risk register at the end of the financial year, with key managing actions, are as follows:

Category	Risk description	Managing actions
Safeguarding	Ineffective controls in service model, resourcing and structure lead to a failure to operate a safe organisation	• Safeguarding policy updated • Safeguarding training module refreshed • Review of safeguarding for webchat and callers and approval of improved practices • Development of a raising concerns phone line
People	Failure to motivate, manage and engage staff during pandemic with remote working and increased workload	• Focus on wellbeing • Staff survey and follow up action plans • Engaging staff to plan future ways of working following the coronavirus pandemic, creating a vision for a collaborative, inclusive, flexible and sustainable culture, building on the success of the past year • Ongoing review of staff benefits and engagement
Lack of skilled volunteers and effective branch leadership	The skills of volunteers don't match the needs of callers and branch leadership is ineffective, leading to our service not being relevant and accessible and damaging our reputation	• Redesign of branch director training and development • Additional recruitment to volunteer support teams • Enhanced training modules
Failure of technology, infrastructure	IT failure results in callers being unable to access our service	• Improved reliability of caller platforms and phone systems • Roll out of software, training and improvements to address security and cyber security

support or cyber security		• Increased capacity for service desk support • Roll out of two factor authentication
Inability to manage supply and demand of service	An unacceptable number of callers are unable to access our service due to lack of volunteers, ineffective distribution of volunteer time or poor systems	• Recruitment journey and branch management tool deployed • Volunteering from home launched • Service expansion through London City and branch satellites • Improved caller experience through tools

Safeguarding is our number one risk and we are making good progress in embedding processes and controls to reduce that risk for staff, volunteers and, most importantly, our callers. Significant resources continue to be invested in our technology and digital agenda, training and volunteer support.

Samaritans has had to adapt as a result of the pandemic, and some of those changes have created opportunities for the long-term sustainability of the organisation. The number one risk for last year, relating to the relevance of our service, has decreased so that it is no longer in the top five risks. This is linked to the heightened awareness of mental health and wellbeing, and our ability to adapt to changing needs, such as partnering with the NHS for a dedicated wellbeing support line for NHS and social care staff in England.

Overall, our income risk has decreased over the financial year, and although the future economic climate remains uncertain, the outlook for Samaritans' income generation is generally positive. We have had new opportunities to work with private sector partners, such as Three UK, which support income generation, raise awareness around suicide and wellbeing, and create new service opportunities. Whilst public fundraising has been challenging in many areas, including our shops, new ways of community and online fundraising have proved successful.

This year we have responded to external factors quickly and delivered change across the organisation. However, this has also created risk: the pace of change, together with the challenges of successive lockdowns, has resulted in pressure on volunteers and staff. To manage this, we have increased our focus on flexibility and wellbeing and we are now looking to manage the risks and opportunities created by new ways of working and volunteering. Our ability to recruit staff remains strong and our staff survey results showed an engaged staff body. Recruitment of new volunteers in some areas has also been successful, although this is variable across branches and regions.

Further embedding risk management is a priority for 2021/22 as we continue to identify and manage emerging risks and opportunities for the development of our new strategy. For example, there is both risk and opportunity in our future management of equality, diversity and inclusion issues in the context of our beneficiaries, staff, volunteers and donors.

Governance Report

Our structure

Samaritans is a charitable company limited by guarantee. We were founded by Prebendary Dr Chad Varah CH CBE MA in 1953, and incorporated in 1963.

The Central Charity supports our 201 branches and volunteer network of 20,000 amazing people, in ensuring our services are constantly available to callers across our multiple platforms. The Central Samaritans team also carries out research, development and evaluation to support our influencing work and service development supports our volunteer recruitment and development activity; raises income to underpin the whole organisation.

The group comprises four entities, all of which are consolidated into the group statutory accounts:

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.
- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 per cent shareholding.
- Samaritans Ireland, which is an Irish charitable company incorporated in 2007 that is limited by guarantee.
- Samaritans in Scotland, a Scottish Charitable Incorporated Organisation (SCIO), established on 11 March 2014. In recognition of the alignment of the Samaritans in Scotland board and the Central Charity Scotland Committee, Samaritans in Scotland was voluntarily wound-up and removed from the Scottish Charity Register in February 2021.

Branches

There are 201 Samaritans branches operating in the UK and Republic of Ireland as well as the Channel Islands and the Isle of Man. These branches are run by volunteer Branch Directors and operate either as part of Samaritans Central Charity or as an incorporated charity operating through an affiliation agreement. 57 of these branches are part of Central Charity and 144 branches are affiliated. The finances of affiliated branches are not consolidated into Samaritans' group accounts.

Regions

The branches are organised and work together in 14 geographic regions. Each region is led by a Regional Director; volunteer leadership roles who provide a key link and communication channel between Central Samaritans and the wider organisation and play a vital role in supporting our branches and implementing agreed policy.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and, as at 31 March 2021, consisted of 12 members. Trustees are also the directors of the company and a majority must be members of Samaritans

branches. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

The Board is advised on key strategic and policy issues by the **Regional Councils**. The role of Regional Councils is to challenge, advise and guide the Board of Trustees on key policy issues affecting the wider Samaritans organisation and to act as a channel of communication between the Board of Trustees and the branches. Regions have separate meetings for operational service matters, regional plans and policy implementation in the region.

The **Council of Samaritans** meets annually. It comprises the 201 Branch Directors, 14 Regional Directors, up to 10 Functional Leads and the Vice-chair. The legal members of Samaritans are similar, namely the Branch Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees. In Ireland they also act as the board of a separate charitable company registered in the Republic of Ireland, Samaritans Ireland, with a remit extending to both Republic of Ireland and Northern Ireland. These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

Staff Team

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team is responsible for the delivery of the Samaritans strategy, operational plans and budgets that have been approved by the Board. At the time of writing there are 249 full time equivalent staff roles, split across five different directorates (Operations, Corporate Services, Income, Communications and External Affairs, and Strategy).

Appointing our Chair

During 2020 the Nominations Committee oversaw a rigorous recruitment process for our new Chair, both working with external recruitment specialists, senior staff and utilising input from volunteer leadership. A chair selection group recommendation was made to the Nominations Committee and Board of Trustees for appointment. Keith Leslie began his term as Samaritans Chair on 01 January 2021, taking over from Jenni McCartney on the completion of her second term. The board thank Jenni for her dedication and leadership of Samaritans during this period.

Appointing our Trustees

The Nominations Committee appoints the remaining members of the Board of Trustees. Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 12 months provided that no person may serve for more than seven years in total.

A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total.

Inducting our Trustees

After they are appointed, each Trustee undertakes a formal induction programme, including a guide to our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees are provided guidance on their formal legal responsibilities, and guidance on how to be effective in their role.

Governance code

During the year, a board effectiveness review was carried out by an external member of the Nominations Committee, the review was informed by the Charity Governance Code. The outcomes noted the improvements made since the previous review and has helped develop recommendations to support the continued development of:

- The mix of skills, knowledge and experience on the board.
- Strategic oversight and scrutiny by the trustee board, including board and executive responsibilities.
- Use of the committee and governance structures & procedures to support efficient decision-making.
- Approach to board meeting time and decision-making.
- Knowledge of, and approach to, stakeholder engagement (including external stakeholders).

Our Committees

Six additional committees form part of the governance arrangements to support the Board of Trustees. All committees, with the exception of the People Committee must comprise of at least two trustees, two 'internal'³, and two 'external' members. The People Committee must comprise of a minimum of three trustees and two external members.

- The **Service and Quality Committee** supports the Board in both ensuring Samaritans delivers high quality, effective and consistent services, and in developing those services.
- The **Policy, Partnerships and Research Committee** supports the Board through maintaining oversight of Samaritans' public policy positions and research activities along with ensuring the development of strategic partnerships in areas consistent with Samaritans' public policy positions.

³ 'Internal' committee members must also be a member of a Samaritans branch.

- The **Audit and Risk Committee** supports the Board, to satisfy it that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for the organisation, which is being operated effectively.
- The **Finance Committee** reviews the financial performance and sustainability of the charity and advises the Board accordingly.
- The **People Committee** supports the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff, as well as oversight, guidance and scrutiny of significant staff-related initiatives, projects and changes (e.g., recruitment, development and wellbeing).
- The **Nominations Committee** is accountable to both the Board and the Council of Samaritans. It ensures that Trustee and other key volunteer roles are performed by persons with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. At the AGM in 2020, the remit of the committee was extended to include the provisions of assurance that the governance structures and roles at Samaritans are fit for purpose.

The reference and administrative details on pages 72 to 73 form part of this report.

Incidents and Reporting

Samaritans and its Board of Trustees are committed to dealing with incidents and difficult situations efficiently and transparently and take any such matters seriously. In line with that commitment, details are set out below on serious incident reporting and policies on whistleblowing, bullying and harassment.

SERIOUS INCIDENT REPORTING

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports and better oversight of risk to the charity and its beneficiaries. During 2020/21, the Central Charity reported 23 new serious incidents to the relevant nation charity regulator(s). Of the 23 reports, 13 involved affiliated branches, eight involved Central Charity branches or the Central Charity itself and two involved both affiliated and Central Charity branches. One of the serious incidents involving the Central Charity was also reported to the Information Commissioners Officer (ICO) as the organisation had been subject to a ransomware attack by unknown third party. Actions were taken to mitigate any risk and there was no loss of data. The ICO advised that no further action would be taken. At the time of writing, the charity regulators have not required further action, other than that already stated in the reports.

WHISTLEBLOWING, BULLYING AND HARASSMENT

There are policies and processes in place relating to whistleblowing, bullying and harassment. These are applicable to both staff & volunteers at Samaritans Central Charity and both affiliate & Central Charity branches. A new concerns line will launch in July 2021 which will provide a secondary avenue to confidentially raise concerns.

Fundraising Activities Statement

We are grateful to our supporters for standing by our side

Our generous supporters of individuals, companies, trusts and public bodies enable us to be there 24/7, 365 days a year for people struggling to cope. Throughout the year, from baking up treats to running rain or shine, to organising and responding to appeals, our supporters have been there for our callers day and night. The coronavirus pandemic has created unprecedented strain to the security of our income with the cancellation of events, temporary shop closures and the inability to fundraise in person. Our supporters, once again responded and have made the difference with more than £1.27 million donated to our emergency appeal, helping us keep our helpline open now and in the future.

Supporters' needs remain central to the way we fundraise at Samaritans and we continually work to achieve the best standards of practice. We are proud to be rated amongst the most trusted charity brands (Charity Awareness Monitor, nfpSynergy, Q1 2021) and work hard to ensure that every one of our supporters has a positive experience. In February this year Samaritans staff and volunteers shared thanks and appreciation in personal phone calls, videos and cards; this supporter thanking day reached over 4,510 supporters.

Championing supporters

Supporter insight has been at the heart of our fundraising. Over the year, we have listened to more than 4,200 supporters on our supporter panel and in regular feedback surveys. We regularly engage with supporters to test our products, events, appeals, campaigns and communications to ensure that our fundraising programme is shaped to meet and exceed supporter expectations. Our supporters' feedback has enabled new innovative fundraising approaches and products which has reached new supporters eg, The Feel Good Book club monthly book subscription, the launch of the online shop, the success of Samarathon, the new virtual marathon which engaged 3,620 incredible fundraisers and raised £540,000 and in reaching over 5,500 supporters digitally through new events such as the Facebook virtual walk and steps challenges which were vital during the pandemic. Supporter insight also helped to shape our new gifts in Wills campaign which prompted many supporters to pledge their support and share personal stories, helping to secure future legacy income which we're very grateful for.

Following best practice

Samaritans is registered with the Fundraising Regulator and we are members of the Chartered Institute of Fundraising, the Direct Marketing Association, the Market Research Society, the Gambling Commission and the Lotteries Council. We continue to review our policies to ensure they are in line and adhere to the latest amendments.

Our donor promise sets out our aim to be open, fair and honest in the way we engage with supporters. During 2020/21, we received only 25 fundraising complaints. We have worked hard over the year to continue embedding supporter friendly complaints procedures adhering to the Fundraising Regulator complaint guidelines. All complaints were resolved within a working day of receipt by the Supporter Care team. This improvement assures a high standard of resolving any expressions of dissatisfaction. The Supporter Care team will continue to review the improvement of processes to ensure we continue maintaining a responsive complaints process.

Working with agencies

Most of our fundraising activity is delivered directly by our Income team. We work with a small number of external fundraising agencies to help with specialist fundraising activity. These are for the recruitment of supporters who give through their payroll, telemarketing to engage with our existing donors, creative and marketing support to help with larger appeals, products and campaigns.

All relationships are governed by contracts, which are reviewed and approved by the appropriate authority before any activity takes place. Telemarketing is monitored and reviewed regularly for quality purposes by listening in to calls and holding weekly review meetings.

All suppliers engaged in fundraising activity on behalf of Samaritans are either members of, licensed by, or registered with a range of bodies including the Chartered Institute of Fundraising, Fundraising Regulator, Association of Payroll Giving Organisations, Information Commissioner's Office, the DMA and the Gambling Commission, for example.

Protecting vulnerable donors

Our policy for working with vulnerable donors and members of the public who could reasonably be defined as 'vulnerable' was reviewed in 2019. The policy is published for all our fundraisers on our intranet and we plan to publish a version on our website in 2021. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, our policy helps reinforce the importance of this in all our fundraising.

Managing communications

It is important to Samaritans that supporters trust our communications. We regularly ask our supporters for feedback on how we can improve communications. Additionally, we regularly ask supporters for their communication preference and offer choice. If supporters no longer wish to hear from us, we will respect their wishes. We have strengthened our data management approach and will continue to adopt GDPR compliant working practices.

We cannot thank our supporters enough for standing by our side during the pandemic, we will continue to champion our supporters' voices in all our fundraising activities.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and UK accounting standards (FRS 102). Company and charity law require the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including its income and expenditure, of the group for 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 accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 presume that the charity will continue in business.

The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations six and eight of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the board of Trustees on 23 July 2021 and signed on its behalf by Debbie Giwa, Trustee:



Independent Auditor's Report to the Members and Trustees of Samaritans

Opinion

- We have audited the financial statements of Samaritans ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and 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 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 group's and the charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure 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.

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 group 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 charitable company's or the group'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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 42, the trustees (who are also the directors of the charitable company for the purposes of company law) are

responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable

company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulations, employment legislation and health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, data analytics and sample testing on the posting of journals, sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

London, UK
Date 22 October 2021

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account

For the year to 31 March 2021

		Unrestricted funds	Restricted Funds	Total Funds	Unrestricted funds	Restricted Funds	Total Funds
	Note	2021 £'000	2021 £'000	2021 £'000	2020 £'000	2020 £'000	2020 £'000
Income							
Donations and legacies	2	16,146	349	16,495	10,487	1,159	11,646
<i>Charitable Activities</i>							
Grants from public bodies and others	2	2,448	4,039	6,487	1,575	2,795	4,370
<i>Other trading activities</i>							
Partnership and other income	3	4,678	264	4,942	4,053	178	4,231
Investment income	4	13	-	13	63	-	68
Gains on disposal of fixed assets		285	-	285	-	-	-
Total income before net assets received from Samaritans branch charities		23,570	4,652	28,222	16,178	4,132	20,310
Net assets received from/(sent to) Samaritans branch charities		-	-	-	79	92	171
Net assets received from Support After Suicide Partnership		-	-	-	-	92	92
Total income		23,570	4,652	28,222	16,257	4,316	20,573
Expenditure							
Raising funds	7	4,351	-	4,351	4,334	-	4,334
Charitable activities	7	12,306	5,391	17,697	10,499	4,310	14,809
Total expenditure		16,657	5,391	22,048	14,833	4,310	19,143
Net gains/(losses) on investments		189	-	189	(10)	-	(10)
Net income/(deficit)		7,102	(739)	6,363	1,414	6	1,420
Transfers between funds		(40)	40	-	(38)	38	-
Net movement in funds		7,062	(699)	6,363	1,376	44	1,420
Reconciliation of funds							
Total funds brought forward		19,864	3,206	23,070	18,488	3,162	21,650
Total funds carried forward	17	26,926	2,507	29,433	19,864	3,206	23,070

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account

For the year to 31 March 2021

		Unrestricted funds	Restricted Funds	Total Funds	Unrestricted funds	Restricted Funds	Total Funds
	Note	2021 £'000	2021 £'000	2021 £'000	2020 £'000	2020 £'000	2020 £'000
Income							
Donations and legacies	2	16,573	349	16,922	10,887	1,110	11,997
<i>Charitable Activities</i>							
Grants from public bodies and others	2	2,448	3,288	5,736	1,579	2,127	3,706
<i>Other trading activities</i>							
Partnership and other income	3	2,392	190	2,582	2,557	177	2,734
Investment Income	4	13	-	13	62	-	62
Gains on disposal of fixed assets		285	-	285	-	-	-
Total income before net assets received		21,711	3,827	25,538	15,085	3,414	18,499
Net assets received from Samaritans branch charities		56	-	56	79	92	171
Net assets received from Support After Suicide Partnership		-	-	-	-	92	92
Total income		21,767	3,827	25,594	15,164	3,598	18,762
Expenditure							
Raising funds	7	4,351	-	4,351	4,332	-	4,332
Charitable activities	7	11,070	4,617	15,687	9,422	3,671	13,093
Total expenditure		15,421	4,617	20,038	13,754	3,671	17,425
Net gains/(losses) on investments		189	-	189	(9)	-	(9)
Net income/deficit)		6,535	(790)	5,745	1,401	(73)	1,328
Transfers between funds		(40)	40	-	(42)	42	-
Net movement in funds		6,495	(750)	5,745	1,359	(31)	1,328
Reconciliation of funds							
Total funds brought forward		19,607	2,705	22,312	18,248	2,736	20,984
Total funds carried forward	17	26,102	1,955	28,057	19,607	2,705	22,312

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 51 to 71 form part of these accounts.

Consolidated and Charity Balance Sheet

As at 31 March 2021

Company Registration No. 757372

	Note	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Fixed assets					
Tangible assets	9	7,990	8,365	7,989	8,363
Intangible assets	10	848	1,002	848	1,002
Investments	11	4,458	4,277	4,458	4,275
Total fixed assets		13,296	13,644	13,295	13,640
Current assets					
Stock		48	49	34	43
Debtors	12	3,025	2,159	4,055	2,927
Cash at bank and in hand		19,174	10,080	15,716	7,969
Total current assets		22,247	12,288	19,805	10,939
Liabilities					
Creditors falling due within one year	13	2,839	2,188	2,729	2,085
Deferred income	14	3,271	674	2,314	182
		6,110	2,862	5,043	2,267
Net current assets		16,137	9,426	14,762	8,672
Net assets		29,433	23,070	28,057	23,312
Funds					
Restricted income funds	17	2,507	3,206	1,955	2,705
Unrestricted income funds					
General unrestricted funds		11,793	8,419	10,970	8,165
Designated funds		15,133	11,445	15,132	11,442
		26,926	19,864	26,102	19,607
Total funds		29,433	23,070	28,057	22,312

Approved and authorised for issue by the Board of Trustees on 23 July 2021 and signed on its behalf by Debbie Giwa, Trustee:



The Notes on pages 51 to 71 form part of these accounts.

Cashflow Statement

For the year ended 31 March 2021

Reconciliation of net income to net cash flow from operating activities

Net income for the reporting period (as per the statement of financial activities)

Adjustments for

Depreciation and amortisation charges

Profit on sale of fixed assets

(Gains)/losses on investments

Dividends and interest from investments

Decrease/(increase) in stock

(Increase)/Decrease in debtors

Decrease/(Increase) in creditors

Net cash inflow from operating activities

Statement of cash flows

Net cash provided by operating activities

Cash flows from investing activities

Dividends, interest and rents from investments

Purchase of property, plant and equipment

Proceeds from sale of property, plant and equipment

Sale/(Purchase) of investments

Net cash provided by/(used in) investing activities

Change in cash and cash equivalents in the reporting period

Cash and cash equivalents at the beginning of the reporting period

Cash and cash equivalents at the end of the reporting period

Analysis of cash and cash equivalents

Cash at bank and in hand

Total cash and cash equivalents

Group	Group	Charity	Charity
2021	2020	2021	2020
£'000	£'000	£'000	£'000
6,363	1,420	5,745	1,328
564	538	563	536
(285)	-	(285)	-
(189)	10	(189)	9
(13)	(63)	(13)	(62)
1	(17)	9	(11)
(866)	1,084	(1,127)	(833)
3,248	(583)	2,775	678
8,823	2,389	7,478	1,645
8,823	2,389	7,478	1,645
13	63	13	62
(308)	(928)	(308)	(928)
558	-	558	-
8	(15)	6	(15)
271	(880)	269	(881)
9,094	1,509	7,747	764
10,080	8,571	7,969	7,205
19,174	10,080	15,716	7,969
19,174	10,080	15,716	7,969
19,174	10,080	15,716	7,969

Notes to the Accounts

1. Accounting policies

a) Basis of Preparation

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value.

The Trustees consider that based on the current reserves position, the forward projections of income and expenditure and the ongoing scenario planning activity there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102) issued October 2019, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and applicable Accounting Standards.

Samaritans meets the definition of a public benefit entity under FRS 102.

b) Basis of Consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 51 to 71. Further details of the subsidiaries' activities are shown in Note 17. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken advantage of the exemptions in FRS 102 from the requirements to present certain disclosures about the charity's financial instruments.

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

A key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is in respect of residual legacies and this is described in the accounting policy below (see Note 1h) Legacies).

Another source of estimation uncertainty is the measurement at fair value of the properties which transferred to the central charity, from branches joining the central charity during the year. Fair value has been established with reference to the local market rate and condition of the properties.

We have considered the impact of Covid-19 on our financial estimates. The valuation of residual legacies which have been notified to the charity but not yet included in the accounts may be affected by the impact of Covid 19 on financial markets and interest rates, however the impact of these movements has not been quantified at the reporting date due to the volatility and uncertainty of these changes.

d) Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity and have not been designated for other purposes. Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular 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 specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 16.

e) Impairment of Freehold Property Assets

Freehold property assets are subject to an impairment review in accordance with FRS 102 Section 27 "Impairment of Assets". They are stated in the balance sheet at cost less provision for any impairment in value. Any impairment is recognised in the Statement of Financial Activities ('SOFA') in the year in which it occurs.

f) Assets under Construction

Assets under construction are shown at cost and are not depreciated until brought into operational use.

g) Stock

Stock is valued at the lower of cost or net realisable value.

h) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

i) Legacies

Recognition is the earlier of the charity receiving final estate accounts or the legacy actually being received. No value is included where the legacy is subject to a life interest held by another party.

ii) Donated Goods/Services

These are included in both income and expenditure at the value to the charity where this can be reasonably quantified.

iii) Grants and Contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract is received in advance, its recognition is deferred and included in creditors. Where entitlement to contract or grant income occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

iv) New Branch Contribution (NBC)

These are recognised as receivable income upon the receipt of signed accounts from Samaritans' branches.

i) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four main programme areas (Service, Access, Influence, and Evidence) and to Fundraising activities; the allocation of support costs to Partnership activity is based on the contracted allowance for these costs in the Network Rail funding contract. The following specific policies apply to categories of expenditure:

i) Grants

Grants are charged to the statement of financial activities when there is a liability to pay.

ii) Fundraising Costs

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

iii) *Governance Costs*

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic management of the charity's activities.

iv) *Support Costs*

Support costs comprise staff delivering the corporate service and infrastructure functions. These are allocated across the categories of charitable expenditure and the costs of generating funds. The basis of allocation of support costs is explained above.

v) *Depreciation*

Depreciation is calculated on a straight-line basis to write off the cost of tangible and intangible fixed assets (except assets under construction) over their estimated useful lives at the following rates:

Tangible Fixed Asset

Freehold Property	50 years
Leasehold Property	50 years
Computer Equipment	3 years
Telephony Platform	5 years
Office Equipment	4 years
Motor Vehicles	5 years

Intangible Fixed Assets

Website and Software	
Development	3-5 years

j) *Samaritans' Regions*

Centrally funded costs of supporting Samaritans' regions have been incorporated within these financial statements. For operational delivery, the UK and Republic of Ireland are grouped into fourteen geographic regions. Each of these is supported by a group of senior volunteers and received financial support from the charity.

k) *Operating Leases*

Expenditure on operating leases is accounted for on a straight-line basis over the length of the lease.

l) *Foreign Currency*

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate.

m) *Pensions*

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred.

n) *Branches*

The term 'branches' used throughout these Accounts refers to the branches of

Samaritans, whose objectives are consistent with those of Samaritans. Note 19 provides information on branches which have joined the central charity during the year.

o) *Taxation*

Samaritans is a registered charity and is therefore potentially exempt from taxation of

its income and gains to the extent that they fall within Part ii of the Corporation Tax Act 2010 and

section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritan Enterprises Limited does not normally incur a tax charge given its policy of gifting all taxable profits to Samaritans.

p) Financial Instruments

Samaritans has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and

subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

2. Voluntary income

	All Funds 2021 £'000	All Funds 2020 £'000
2a. DONATIONS AND LEGACIES		
Donations - Individual Giving	8,667	6,946
Donations - Branches	-	219
Donations - Corporate	3,507	1,765
Gifts in Kind	495	53
Legacies	3,826	2,663
Total Donations	16,495	11,646

2b. Donated Services

A valuation has been undertaken of advertising, legal and training services donated to the charity during the year. This valuation has been included within income under 'Gifts in Kind' as above and within expenditure.

2c. Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2021, the charity had been notified of a further 77 legacies (2020: 60) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £1,773,000 (2020: £2,189,000).

2d. Grants

	All funds 2021 £'000	All funds 2020 £'000
Health Service Executive: Freecall Ireland	529	536
Ministry of Justice: HMPPS	443	496
Department of Health and Social Care: Samaritans Helpline call costs	470	425
The National Lottery Community Fund	130	275
Ministry of Justice: HMPPS (Safer Custody)	-	124
Welsh Government/LLywodraeth Cymru	120	120
Department of Health and Social Care (NSPA)	30	60
Irish Prison Service	61	41
Northern Ireland Prison Service	18	18
Department of Health (Northern Ireland)	15	12
Scottish Government (Freecall)	8	10
Scottish Government (SHA)	49	-
Scottish Prison Service	-	3
Covid and Council Grants	578	-
Department of Health and Social Care (COV)	718	-
HMRC Job Retention Scheme	69	-
Pears Foundation and DCMS (Community Match Challenge Fund)	675	35
	3,913	2,155
Other grants *	2,574	2,215
Total grants	6,487	4,370

* Other Grants includes individually immaterial grants, grants for which individual disclosure is not required by the underlying agreement and grants received where the donor wishes to remain anonymous.

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received, including the core technology platform. The New Branch Contribution amounted to £1,207,000 in 2020/21 (2019/20: £914,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2021 £'000	All funds 2020 £'000
Cash or cash equivalents	4	46
Listed investments	9	17
Total investment income	13	63

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder.

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. The funding received in 2020/21 is shown in note 2d. 2020/21 expenditure was £557,000 (2019/20: £447,000).

Ministry of Justice (HMPPS Safer Custody)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was given to improve safer custody of prisoners. The funding received in 2020/21 is shown in note 2d. 2020/21 expenditure was £13,000 (2019/20: £163,000). Expenditure was lower in 2020/21 due to the lower level of activity due to Covid.

Scottish Government Freecall

The Scottish Government grant was a contribution to Freecall. Expenditure during the year totalled £8,000 (2019/20: £10,000).

Pears Foundation/DCMS Community Match Challenge.

The funding received to enable Samaritans branches to respond to Covid against set criteria is shown in Note 2d above. Expenditure during 2021/22 was £675,000 (2019/20: nil).

Department of Health and Social Care (DHSC) funded projects

National Suicide Prevention Alliance- NSPA

NSPA is an alliance of organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The DHSC is a member of the NSPA and contributed £61,000 (2019/20: £60,000) during the year towards delivering the alliance's work-plan of national priorities. Expenditure during the year towards the project totalled £61,000 (2019/20: £60,000).

Samaritans Helpline Costs

The funding received from DHSC as a contribution towards the overall cost of running the Samaritans' helpline is shown in Note 2d above. Expenditure during 2020/21 was £470,000 (2019/20: £425,000).

Covid-19 Support

The funding received from DHSC to allow Samaritans and NSPA to carry out new Covid 19 related work for the immediate benefit of service users is shown in Note 2d above. Expenditure during 2020/21 was £787,000 (2019/20: nil).

6. Net income for the year

This is stated after charging:

	All funds 2021 £'000	All funds 2020 £'000
External auditor – audit fees	24	27
External auditor – tax advisory and other financial services	12	2
	36	29
Depreciation of tangible fixed assets	270	410
Amortisation of intangible fixed assets	294	128
Operating lease rentals	203	208

The Directors of the charitable company are the trustees under charity law and receive no remuneration. It is the policy of the charity to reimburse all volunteer expenses in full. During the year 17 (2020: 16) Samaritans' Trustees received reimbursement for attending meetings, telephony and other incidentals amounting to £2,000 (2020: £17,000) with the fall reflecting lower travel/accommodation expenses due to Covid.

The company has taken out insurance to protect the Trustees. This cover is part of our commercial combined insurance policy, and the cost of this element is not itemised.

7. Breakdown of costs by activity

Current year

	Direct costs 2021 £'000	Support costs 2021 £'000	All costs 2021 £'000
Expenditure on:			
Raising funds			
General fundraising	3,271	1,080	4,351
Charitable activities			
Service	5,881	1,725	7,606
Access	5,534	274	5,808
Influence	2,942	782	3,724
Evidence	420	139	559
Total expenditure	18,048	4,000	22,048
	Unrestricted funds 2021 £'000	Restricted funds 2021 £'000	All funds 2021 £'000
Expenditure on:			
Raising funds	4,351	-	4,351
Charitable activities	12,309	5,388	17,697
Total expenditure	16,660	5,388	22,048

Analysis of support costs:

	Fundraising 2021 £'000	Service 2021 £'000	Access 2021 £'000	Influence 2021 £'000	Evidence 2021 £'000	Total 2021 £'000
Finance and other corporate services	213	341	57	154	27	792
IS	323	516	81	234	42	1,196
HR	207	330	52	150	26	765
Facilities	201	320	50	145	26	742
Governance	136	218	34	99	18	505
Support costs	1,080	1,725	274	782	139	4,000

There have been some exceptional costs this year which have resulted in an increase in support costs.

Finance costs include £183k spend on the new finance system project, and £94k of Covid support grants to branches.

HR costs included an increase in organisation-wide holiday pay accrual of £286k due to staff carrying forward higher levels of holiday following Covid lockdowns.

Facilities costs have increased due to timing as a refurbished branch property is prepared for sale. This contributed £241k to the increase.

Prior year

	Direct costs 2020 £'000	Support costs 2020 £'000	All costs 2020 £'000
Expenditure on:			
Raising funds			
General fundraising	3,346	988	4,334
Charitable activities			
Service	5,090	1,412	6,502
Access	4,831	131	4,962
Influence	2,325	625	2,950
Evidence	305	90	395
Total expenditure	15,897	3,246	19,143

	Unrestricted funds 2020 £'000	Restricted funds 2020 £'000	All funds 2020 £'000
Expenditure on:			
Raising funds	4,334	-	4,334
Charitable activities	10,499	4,310	14,809
Total expenditure	14,833	4,310	19,143

Analysis of support costs:

	Fundraising 2020 £'000	Service 2020 £'000	Access 2020 £'000	Influence 2020 £'000	Evidence 2020 £'000	Total 2020 £'000
Finance and other corporate services	119	170	19	75	11	394
IS	368	526	47	231	33	1,205
Transformation	7	10	1	5	1	24
HR	140	200	18	89	13	460
Facilities	198	283	26	126	18	651
Governance	156	223	20	99	14	512
Support costs	998	1,412	131	625	90	3,246

* Transformation refers to the costs incurred in changes to our ways of working across the organisation. Support costs have been apportioned to the charitable activities on the basis of underlying direct costs.

8. Staff costs

	All funds 2021 £'000	All funds 2020 £'000
Staff costs		
Wages and salaries	9,035	7,759
Social security costs	959	810
Other pension costs	433	349
Agency staff	358	264
Total staff costs	10,785	9,182

Staff numbers	2021	2020
£140,001-£150,000	-	1
£110,001-£120,000	3	0
£100,001-£110,000	1	3
£90,001-£100,000	-	1
£70,001-£80,000	5	-
£60,001-£70,000	10	10
	19	15

The highest paid employee was the Chief Operating Officer, who was paid a total of £115,000 (2020: Chief Executive Officer who was paid a total of £141,000 during the year). During the year, the previous Chief Executive Officer, Ruth Sutherland, was part-time and left the organisation in November 2020, hence she was not the highest paid employee that year.

Julie Bentley was appointed as Chief Executive Officer in November 2020 on an annual salary of £140,000. As she was only employed for part of the year she is not shown as the highest paid employee in 2020-21 but next year's accounts will reflect the full salary.

Pay and on-costs incurred during the year in relation to key management personnel totalled £940,000 (2020: £941,000).

Termination payments totalling £86,000 (2020: £52,000) were paid during the year, relating to employees leaving the charity.

Pension Costs

The pension contributions for the 14 employees (2020: 14) earning more than £60,000 in the year amounted to £78,000 (2020: £65,000).

Employee Numbers

The average full-time equivalent number of employees during the year was 225 (2020: 197). The average number of employees in post during the year was 247 (2020: 225).

9. Tangible fixed assets

Group

Cost	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Total £'000
At 1 April 2020	9,602	680	478	948	471	12,179
Additions	-	-	-	-	168	168
Disposals	(299)	-	-	-	-	(299)
At 31 March 2021	9,303	680	478	948	639	12,048
Depreciation						
At 1 April 2020	1,980	42	478	887	427	3,814
Charge for the year	168	14	-	61	27	270
Disposals	(22)	-	-	-	(4)	(26)
At 31 March 2021	2,126	56	478	948	450	4,058
Net book value						
At 31 March 2021	7,177	624	-	-	189	7,990
At 31 March 2020	7,622	638	-	61	44	8,365

Charity

Cost	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Total £'000
At 1 April 2020	9,602	680	478	948	321	12,029
Additions	-	-	-	-	168	168
Disposals	(295)	-	-	-	-	(295)
At 31 March 2021	9,307	680	478	948	489	11,902
Depreciation						
At 1 April 2020	1,980	42	478	887	279	3,666
Charge for the year	169	14	-	61	25	269
Disposals	(22)	-	-	-	-	(22)
At 31 March 2021	2,127	56	478	948	304	3,913
Net book value						
At 31 March 2021	7,180	624	-	-	185	7,989
At 31 March 2020	7,622	638	-	61	42	8,363

*Depreciation at 1 April 2021 for freehold property, includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review 2012/13.

10. Intangible fixed assets

Group & Charity

	Website and software development £'000
Cost	
At 1 April 2020	1,138
Additions – New software	140
At 31 March 2021	1,278
Depreciation	
At 1 April 2020	136
Charge for the year	294
At 31 March 2021	430
Net book value	
At 31 March 2021	848
At 31 March 2020	1,002

Amortisation of intangible fixed assets is included within Charitable Activities expenditure on the Statement of Financial Activities.

11. Fixed asset investments

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Market value at 1 April	4,277	4,272	4,275	4,269
Acquisition at cost	441	884	441	883
Disposals at carrying value	(449)	(869)	(447)	(868)
Net investment gains/losses	189	(10)	189	(9)
Market value at 31 March 2020	4,458	4,277	4,458	4,275
	2021 £'000	2021 %	2020 £'000	2020 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	2,968	66.6	2,970	69.4
Portfolio managed by Hambros investments	606	13.6	481	11.3
Scotland endowed fund	-	-	2	-
Total	3,574	80.2	3,453	80.7
Listed investments				
Portfolio managed by Hambros investments	814	18.2	812	19.0
Other quoted equities	9	0.2	12	0.3
Total	823	18.4	824	19.3
Commodities				
Managed by Hambros Investments	61	1.4	-	-
Total investments	4,458	100.0	4,277	100.0

Investments held by the charity include a £100 investment (2020: £100) in the subsidiary company at cost, as referred to in Note 17.

12. Debtors

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Trade debtors	1,841	993	1,302	1,306
Regions and branches	44	18	44	18
Gift Aid	291	405	291	405
Legacies	26	47	26	47
Accrued income	507	367	507	367
VAT, payroll tax, social security and pensions	-	6	-	-
Other debtors	1	10	1	7
Intercompany	-	-	1,603	469
Prepayments	315	313	281	308
Total debtors	3,025	2,159	4,055	2,927

13. Creditors

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Social security and taxes	491	201	491	201
Regions and branches	10	-	10	-
Trade creditors	695	809	627	679
Accrued expenditure	1,433	1,028	1,391	997
Intercompany	-	-	-	58
Other creditors	210	150	210	150
Total creditors	2,839	2,188	2,729	2,085

14. Deferred income

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
At 1 st April	674	1,773	182	109
Income recognised in the year	(1,182)	(1,423)	(296)	(102)
Income deferred in the year	3,779	324	2,428	175
At 31st March 2020	3,271	674	2,314	182

Total deferred income includes £826,000 (2020: £306,000) Network Rail deferred income within The Samaritan Enterprises Limited.

15. Financial and other commitments

15a. Operating leases

At 31 March the Group and Charity had total commitments under non-cancellable operating leases as set out below:

	Group 2021 Land and buildings £'000	Group 2021 Other £'000	Group 2020 Land and buildings £'000	Group 2020 Other £'000	Charity 2021 Land and buildings £'000	Charity 2021 Other £'000	Charity 2020 Land and buildings £'000	Charity 2020 Other £'000
Operating lease commitments								
Within one year	198	3	220	11	160	3	188	11
Between two and five years	327	4	461	7	297	4	403	7
Over five years	154	-	202	-	154	-	202	-
Total	679	7	883	18	611	7	793	18

16. Financial instruments

At the balance sheet date, the charity held financial assets at amortised cost of £21,885,000 (2020: £11,925,000), financial assets at fair value through income or expenditure of £4,458,000 (2020: £4,277,000) and financial liabilities at amortised cost of £2,608,000 (2020: £1,987,000).

17. Reconciliation of reserves

Current year

	At 31 March 2020 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2021 £'000
Unrestricted					
General fund	8,419	23,422	(15,258)	(4,790)	11,793
Designated fund – Tangible and intangible fixed assets	9,367	307	(836)	-	8,838
Designated fund – Property maintenance fund	800	-	(131)	-	669
Designated fund – Digital	244	-	(90)	-	154
Designated fund – There for Everyone	1,034	30	(342)	-	722
Designated fund – Service Expansion	-	-	-	1,250	1,250
Designated fund – Strategy Development & Delivery	-	-	-	3,500	3,500
Total unrestricted funds	19,864	23,759	(16,657)	(40)	26,926
Restricted					
There for Everyone	1,037	221	(949)	-	309
Helpline Freecall	435	529	(528)	-	436
Helpline Call Costs	-	531	(531)	-	-
Reduce Gambling Harm	423	-	(123)	-	300
Online Excellence Programme	419	404	(181)	-	642
Branch Support	280	896	(901)	-	275
City Hub	152	160	(60)	-	252
Prisoner Support & Improving Safer custody	139	572	(702)	-	9
Support after Suicide	71	164	(113)	-	122
Regional Grants	70	58	(73)	-	55
National Suicide Prevention	54	61	(92)	40	63
Suicide & Self-harm in Wales	36	162	(198)	-	-
Covid Support	-	787	(787)	-	-
Other *	90	107	(153)	-	44
Total restricted funds	3,206	4,652	(5,391)	40	2,507
Total funds	23,070	28,411	(22,048)	-	29,433
Represented by:					
	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2021 £'000	Total 2020 '000
Tangible and Intangible fixed assets	-	8,838	-	8,838	9,367
Investments	4,458	-	-	4,458	4,277
Net current assets	12,085	1,545	2,507	16,137	9,426
Total	16,543	10,383	2,507	29,433	23,070

* Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k. Transfers between general funds and restricted funds relate to Central Charity contributions to restricted projects.

Prior year

	At 31 March 2019 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2020 £'000
Unrestricted					
General fund	6,583	15,069	(13,168)	(65)	8,419
Designated fund – Tangible and intangible fixed assets	8,977	928	(538)		9,367
Designated fund – Property maintenance fund	900	-	(100)	-	800
Designated fund – Digital	864	-	(620)	-	244
Designated fund – There for Everyone	1,164	250	(407)	27	1,034
Total unrestricted funds	18,488	16,247	(14,833)	(38)	19,864
Restricted					
There for Everyone	2,278	376	(1,619)	2	1,037
Helpline Freecall	368	576	(509)	-	435
Helpline Call Costs	-	425	(425)	-	-
Branch Support	196	250	(166)	-	280
Prisoner Support & Improving Safer custody	132	730	(723)	-	139
National Suicide Prevention	28	151	(165)	40	54
Suicide & Self-harm in Wales	20	117	(101)	-	36
Online Excellence Programme	-	460	(41)	-	419
Reduce Gambling Harm	-	423	-	-	423
Regional Grants	-	336	(266)	-	70
City Hub	-	216	(64)	-	152
Support after Suicide	-	92	(21)	-	71
Other *	140	164	(210)	(4)	90
Total restricted funds	3,162	4,316	(4,310)	38	3,206
Total funds	21,650	20,563	(19,143)	-	23,070
Represented by:					
	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 '000
Tangible and Intangible fixed assets	-	9,367	-	9,367	8,977
Investments	4,277	-	-	4,277	4,272
Net current assets	4,142	2,078	3,206	9,426	8,401
Total	8,419	11,445	3,206	23,070	21,650

* Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k. Transfers between general funds and restricted funds relate to Central Charity contributions to restricted projects.

17a. Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – Tangible fixed assets	This designated fund comprises unrestricted expenditure in the purchase of the Group's tangible fixed assets to invest in the charity's future capacity and growth. These are therefore not readily available for other purposes. Fixed asset expenditure financed from restricted funds is shown within the restricted fund balances.
Designated Fund – Property Maintenance Fund	This designated fund has been established utilising cash assets transferred from branches joining the central charity. The fund will be used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans' services into the future, as well as to cover any costs incurred for dilapidations on properties leased by the branches.
Designated Fund - Digital	This designated fund will be used to make our service more accessible to a larger number of people through using digital technology to create new communication channels for the service. It was established by a transfer of funds from the Claire Squires Fund and through a generous donation of £400,000 from the Isle of Man branch to invest in the development of the service. We anticipate that this fund will be fully utilised in 2021/22.
Designated Fund – Service Provision	A pilot is currently underway trialling new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers. This has been a long-standing risk area for Samaritans: trying to widen and increase the supply of volunteers / service options to match the demand from current and new potential beneficiaries. Following the completion of the pilot in early autumn, a decision will be taken on which areas to expand. The options currently being piloted, cover virtual hubs, satellite branches, a university hub and the Samaritans training school.
Designated Fund – Strategy Development & Delivery	We are currently undertaking a strategy review, with the initial stages of this being presented to the Board in July. The next phase of work is to build up the detailed plan of how to deliver this, ready to start implementing from the beginning of the next financial year (2022/23). The key strands of this new strategy are being developed during the next six months with the Board's input. These include building on our current strategy of developing digital services, influencing, widening access, and ensuring we have the capacity, capability, and structure to meet future needs across the whole organisation including affiliate and central branches.
Designated fund – There for Everyone	This designated fund will be used to support There for Everyone programme to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives.

17b. Restricted funds

There for Everyone	These funds can only be used to support There for Everyone programme to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives.
Helpline Freecall	These funds are to cover the costs of calls to the Samaritans freecall helpline phone number in Ireland.
Helpline Call Costs	These funds are to cover the costs of calls to the Samaritans freecall helpline phone number in the UK.
Reducing Gambling Harm	Samaritans is working in partnership with GamCare, to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Online Excellence Programme	This fund is to be used to develop a hub of excellence in suicide prevention and the online environment.
Branch Support	These funds are to be used to ensure Samaritans critical 24/7 services remain available to vulnerable people in the short and longer term nationally and locally, and to meet emergency financial needs of the branches.
Prisoner Support & Improving Safer Custody	These funds are to provide Emotional Support to Prisoners in Distress or Crisis in the UK and Ireland.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the City opportunities to support suicide prevention locally and nationally, including the new online chat service.
Support after Suicide	SASP is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support.
Regional Grants	This funding contributes to core helpline costs, volunteer training and other costs incurred regionally.
National Suicide Prevention	NSPA is a cross-sector, England-wide, coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide.
Covid support	To allow Samaritans and NSPA to carry out new Covid 19 related work for the immediate benefit of service users.
Other Restricted Funds	These funds represent a number of donations received which carry specific restrictions imposed by the donor. They are mainly received from Corporate or Trust donors.

18. Samaritans group companies

(a) Samaritans

The charity is a private limited company (registered number 757372), which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

Samaritans uses the exemption in Section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure account for Samaritans as a separate entity.

Samaritans recharged expenditure of £770,000 to its subsidiaries during the year (2020: £875,000) and made payments to its subsidiaries of £120,000 (2020: £163,000). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2021 this amounted to £1,236,000 (2020: £451,000). At the year-end, £1,603,000 was due from Samaritans subsidiaries (2020: £724,000).

(b) The Samaritans Enterprises Limited

Company number: 01451175

The Samaritans Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100% of which is owned by Samaritans. The address of the registered office is The Upper Mill, Kingston Road, Ewell, Surrey, KT17 2AF.

The principal activity of the company is the delivery of a contract with Network Rail – ‘Tackling Suicide on the Railway’; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited’s income amounted to £2,582,000 (2020: £1,733,000), expenditure amounted to £1,346,000 (2020: £1,281,000) and a surplus of £1,236,000 was generated (2020: surplus of £451,000), before transfers and other recognised gains/losses. At 31 March 2021 assets were £3,006,000 (2020: £1,744,000) and liabilities were £3,006,000 (2020: £1,744,000).

A Memorandum of Understanding has been agreed with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year’s accounts include inter-company charges of £770,000 (2020: £875,000).

(c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. The address of the registered office is 4-5 Usher’s Court, Usher’s Quay, Dublin 8, Ireland.

By virtue of its constitution, Samaritans is able to exert control over Samaritans Ireland.

Samaritans Ireland's income amounted to £1,678,000 (2020: £951,000), expenditure amounted to £1,010,000 (2020: £844,000) and a surplus of £668,000 was generated (2020: surplus of £107,000), before transfers and other recognised gains/losses. At 31 March 2021 assets were £1,415,000 (2020: £779,000), liabilities were £39,000 (2020: £72,000) and total funds were £1,375,000 (2020: £708,000).

The results of the company have been translated at the prevailing currency exchange rate at the average rate.

(d) Samaritans in Scotland

Scottish Charity No: SC009843

Samaritans in Scotland was incorporated as a Scottish Charitable Incorporated Organisation on 11 March 2014.

Samaritans provided its principal funding and was able to exert control through specific provisions in the SCIO constitution. The address of the registered office is 12 Belford Terrace, Edinburgh EH4 3DQ.

On the 30 June 2020, following consent by The Scottish Charity Regulator (OSCR), Samaritans in Scotland was dissolved, and the remaining assets of £56,000 were transferred to Samaritans Central Charity.

For the period 1 April 2020 to 30 June 2020 Samaritan Scotland's income amounted to £3,000 (2020: £58,000), expenditure amounted to £1,000 (2020: £68,000) resulting in a surplus of £2,000 (2020: deficit of £10,000), before transfers and other recognised gains/losses. At 30 June 2021 the assets were £56,000 (2020: £54,000), liabilities were £0 (2020: £0) and total funds were £56,000 (2020: £54,000).

19. Custodian trusteeship

The Charity no longer acts as Custodian Trustee for Samaritans branches.

20. Affiliated and Central Charity branches

As part of changes to our ways of working across the organisation, since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

No branches completed the process this year, and 1 affiliate branch closed. Ongoing financial activity relating to these branches has been incorporated into the results of the central charity.

For SCC branches, the unincorporated entities have been retained and, in England and Wales, have been linked to the central charity on the Charity Commission register. Registered addresses for these entities are listed under Samaritans' entry on the register. Each SCC branch holds net assets of £100, which are included within these group accounts as unrestricted funds. The unincorporated entities have charitable objectives which are consistent with those of the central charity.

A listing of Samaritans branches is included on pages 74 to 77, and SCC branches are indicated on this list.

Reference and administrative details

Patron: HRH The Prince of Wales

Founder: The Late Prebendary Dr Chad Varah CH CBE MA

Company name: Samaritans

Registered address and principal office

The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF

Registered charity: 219432

Company number: 757372

Scottish charity number: SC040604

Website: samaritans.org

Board of Trustees

Jenni McCartney (Chair, Board of Trustees; Chair, Nominations Committee; Chair, Remuneration Committee) (stepped down 31 December 2020)

Keith Leslie (Chair, Board of Trustees; Chair, Nominations Committee; Chair, Remuneration Committee) (from 1 January 2021)

Laura Bunt

Philip Cliff

Dr Jackie Craissati MBE (Chair, Service & Quality Committee)

Eleanor Farrell (Chair, Ireland Board)

Ana Laing (Chair, Wales Committee)

Gaia Marcus

Simon Salem (Chair, Audit & Risk Committee)

Angela Slaven

Natalie Stevenson (Chair, Scotland Committee)

John Tennent (Honorary Treasurer and Chair of Finance Committee) (stepped down 27 July 2021)

Debbie Giwa (from 5 September 2020)

Jayne Finch (stepped down 28 November 2020)

Andrew Kean (resigned 11 May 2020)

Monica Turner (stepped down 7 March 2021)

Giles Wilmore (Chair, Policy, Partnerships & Research Committee) (resigned 5 March 2021)

Samaritans Senior Staff

CEO – Ruth Sutherland (stepped down October 2020)

CEO – Julie Bentley (from November 2020)

Chief Operating Officer – Gareth Germer

Executive Director of Corporate Services and Company Secretary – Graeme Danton

Executive Director of External Affairs – Paul McDonald

Executive Director of Income – Sonya Trivedy

Regional Directors (as at 31 March 2021)

Monica Turner (Chair, Regional Directors) (stepped down 7 March 2021)

Lissa Davenport (Chair, Regional Directors) (from 7 March 2021)

East

Mark Smith

East Midlands

Mathew Shepherd

London

Ann McLaughlin

North

Margaret Horrocks (stepped down 31 July 2020)

Mike Whelan (from 1 August 2020)

Northern Ireland

Alan Heron

North West

Eileen Brierley

Republic of Ireland

Rory Fitzgerald

Scotland

Catherine Simpson

South

John McNeil

South East

Will Merrifield (stepped down 30 March 2021)

Peter Rowland (from 23 March 2021)

South West

Penny Church

Wales

Joanna Emerson (stepped down 12 April 2020)

Meryl James (from 13 April 2020)

West Midlands

Lesley Brown (stepped down 7 October 2020)

Margaret Horrocks and Anne Nettleship (stepped down 30 March 2021)

Peter Hammond (from 31 March 2021)

Yorkshire and Humberside

Anne Nettleship (stepped down 30 September 2020)

Michael George (from 1 October 2020)

Bankers: Lloyds Bank Plc, 25 Gresham Street, London EC2V 7HN

HSBC Bank Plc, One London Square, Cross Lanes, Guildford, Surrey GU1 1UN

Investment managers: James Hambro & Partners LLP, 45 Pall Mall, London SW1Y 5JG

External auditors: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Samaritans branches

There are 201 Samaritans branches across the UK and the Republic of Ireland, providing round-the-clock support whenever and however people need it.

- Aberdeen
- Aberystwyth*
- Ashford & Tenterden
- Athlone & Midland
- Ayrshire
- Ballymena
- Banbury & District*
- Bangor & North Down
- Barrow, Furness & South Lakes*
- Barnsley
- Basildon & Thurrock*
- Basingstoke*
- Bath & District
- Bedford*
- Belfast
- Bexley & Dartford*
- Birmingham
- Blackburn with Darwen, Hyndburn & Ribble Valley
- Blackpool, Fylde & Wyre
- Bognor Regis, Chichester & District*
- Bolton
- Borders*
- Boston, Lincolnshire*
- Bournemouth & District*
- Bracknell, Wokingham, Ascot & Districts
- Brent*
- Bridgend
- Bridlington & District*
- Brierley Hill
- Brighton, Hove & District
- Bristol
- Bromley & Orpington
- Bury*
- Bury St Edmunds & West Suffolk
- Buxton & High Peak*
- Caithness
- Cambridge
- Canterbury & District
- Cardiff & District*
- Carlisle
- Central London
- Chelmsford & Mid-Essex*
- Cheltenham & District
- Chester & District
- Chesterfield
- Chiltern
- Colchester
- Coleraine & District
- Cork
- Cornwall at Truro

- Correspondence*
- Coventry & District
- Craigavon
- Croydon & Sutton*
- Darlington & District*
- Derby & District
- Derry
- Doncaster*
- Dorset at Weymouth
- Drogheda
- Dublin
- Dumfries*
- Dundee
- Dunfermline
- Durham (Central)
- Ealing
- Eastbourne & District
- East Coast Samaritans
- East Surrey
- Edinburgh and the Lothians
- Elgin*
- Ennis & Clare
- Exeter, Mid & East Devon
- Falkirk & Central Scotland
- Farnborough & District*
- Festival*
- Folkestone, Dover & Hythe
- Galway
- Glasgow
- Gloucester & District*

- Grantham
- Great Yarmouth*
- Grimsby, Cleethorpes & District*
- Guernsey
- Guildford
- Halifax & Calderdale
- Harrogate & District
- Harrow
- Hastings & Rother
- Havering (Romford)*
- Herefordshire
- Herts & Essex (Ware)
- Hillingdon
- Horsham & Crawley
- Huddersfield
- Inner South West London
- Inverclyde*
- Inverness
- Ipswich and East Suffolk
- Isle of Man
- Isle of Wight*
- Jersey
- Kerry
- Kettering & District
- Kilkenny and Carlow
- King's Lynn
- Kingston upon Hull
- Kingston upon Thames
- Kirkcaldy & District*
- Lanarkshire in Hamilton*

- Lancaster & District
- Leatherhead & Mid-Surrey
- Leeds*
- Leek & District
- Leicester, Leicestershire & Rutland
- Lewisham, Greenwich & Southwark
- Limerick & Tipperary
- Lincoln*
- Liverpool & Merseyside
- Lowestoft & Waveney District*
- Luton, South Beds & Harpenden
- Macclesfield & District
- Maidstone & Weald
- Manchester & Salford
- Mansfield*
- Medway, Gravesham & Swale*
- Mid-Cheshire
- Milton Keynes
- Newbridge & Kildare
- Newbury
- Newport & Gwent
- Newry
- North Devon & North Cornwall
- North East Wales*
- North Herts & Stevenage
- North London (Enfield, Haringey & Barnet)
- North West Surrey*
- North West Wales
- Northallerton & The Dales
- Northampton
- Northumbria*
- Norwich
- Nottingham
- Omagh
- Orkney*
- Oxford
- Pembrokeshire
- Pendle, Burnley, Craven & Rossendale
- Perth
- Peterborough & District
- Plymouth, East Cornwall & South West Devon
- Portsmouth & East Hampshire
- Powys in Llandrindod Wells
- Preston & District
- Reading
- Redbridge*
- Rochdale, Oldham & District*
- Rotherham
- Salisbury & District
- Scarborough
- Scunthorpe*
- Sheffield
- Shetland
- Shrewsbury
- Sligo
- Slough, Windsor & Maidenhead
- Solihull*
- South Cheshire
- South Devon

- South West Herts
- Southampton & District
- Southend-on-Sea
- Southport & District*
- Stafford
- Stockport*
- Stoke-on-Trent & Newcastle
- Stratford-upon-Avon & District
- Sunderland*
- Swansea
- Swindon & District*
- Tamworth
- Taunton & Somerset
- Teeside (Middlesbrough)*
- Telford
- Tunbridge Wells & District
- Tyneside*
- Wakefield & District*
- Walsall & District*
- Waltham Forest (Leyton)*
- Warrington, Halton & St Helens*
- Waterford & the South-East
- West Cumbria
- Western Isles
- Weston Super Mare & North Somerset
- Wigan
- Winchester & District
- Wolverhampton
- Worcester
- Worthing
- Yeovil, Sherborne & District
- York

** These branches are part of Samaritans Central Charity as at 31 March 2021.*

Donors and supporters

We would like to thank all our donors and supporters including those who wish to remain anonymous.

29th May 1961 Charitable Trust

A D Power Will Trust

Admiral Group

Alan Boswell Group Charitable Trust

Alice Ellen Cooper Dean Charitable Foundation

Allied Irish Bank (GB)

Anthony Scholefield Foundation

Arco

Atlas Fund

Aviva plc

AXIS Capital

Banham Foundation

Barclays

Barratt Developments PLC Charitable Foundation

Beder

BGL Group

Anthony Biddle

Dr Paul Bostock

Brora

Builders Merchants Federation

Bunzl

Burberry

Cadogan Charity

CALA Group

Calor

CAST

Coffee #1

Constance Travis Charitable Trust

Coronavirus Mental Health Response Fund, supported by Department of Health and Social Care (DHSC) and administered by Mind

Costain

Curtins

David Family Foundation

Dell

Department of Health (Northern Ireland)

Department of Health and Social Care

Derek Raphael Charitable Trust

Dr Vivian Child Charitable Trust

EnQuest

Facebook & Instagram

Google

Grace Trust

GRAHAM

Chris and Gilda Haskins

Henry Oldfield Trust

HP

Hutchinson Charitable Trust

InfraRed Capital Partners

Inman Charity

Irish Prison Service

J S F Pollitzer Charitable Settlement

John Coates Charitable Trust

JUSACA Charitable Trust

Kearney

Legal & General

Ministry of Justice: HMPPS

Misses Robinson Charitable Trust

Next plc

Nominet

Northern Ireland Prison Service

P F Charitable Trust

Peacock Charitable Trust

Pears Foundation

Pears Foundation and DCMS Community Match Challenge

Peter and Teresa Harris Charitable Trust

Pilkington Charities Fund

Porta Pia 2012 Foundation

PwC

Julia and Hans Rausing

Sandoz

Schroders

Scottish Government

Scottish Prison Service

ShareGift

Souter Charitable Trust

SSE

Stone Family Foundation

Swiss Post Solutions

The Fidelity UK Foundation

The Hands Family Trust

The Lord Mayor's Appeal

The National Lottery Community Fund



The NFU Mutual Charitable Trust

Trott Family Charitable Trust

The Prince of Wales's Charitable Foundation

Twitter

The Waterloo Foundation

UK Greetings Ltd

The Wolfson Foundation

Ulster Garden Villages Ltd (for work in Northern Ireland)

The Worshipful Company Of Plaisterers' Charitable Trust

VolkerWessels UK Ltd

Tides Foundation

Waitrose

Total Gas & Power

Welsh Government / Llywodraeth Cymru

TP ICAP

Jim & Becky Wright