

SAMARITANS

Samaritans Annual Report and Accounts

2021/22

Trustees' Annual Report and Accounts

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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.

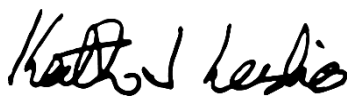
Another major area of progress this year has been the development of our new charity strategy, [*Tackling suicide together: providing a safe space in uncertain times*](#), informed by people with lived experience, our volunteers, staff and supporters. Launching in 2022, the strategy will steer our work 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**.

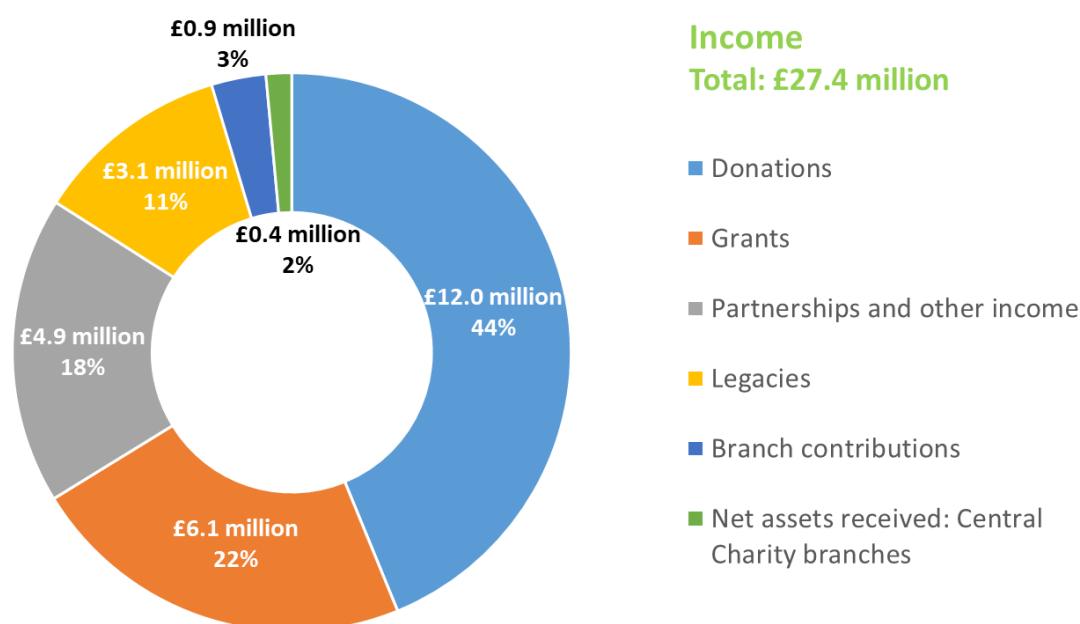
The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2021, our volunteers spent **1.1 million hours** delivering the core listening service alone, which is estimated at a value of **£16.8 million***. The total value of time given by our 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.

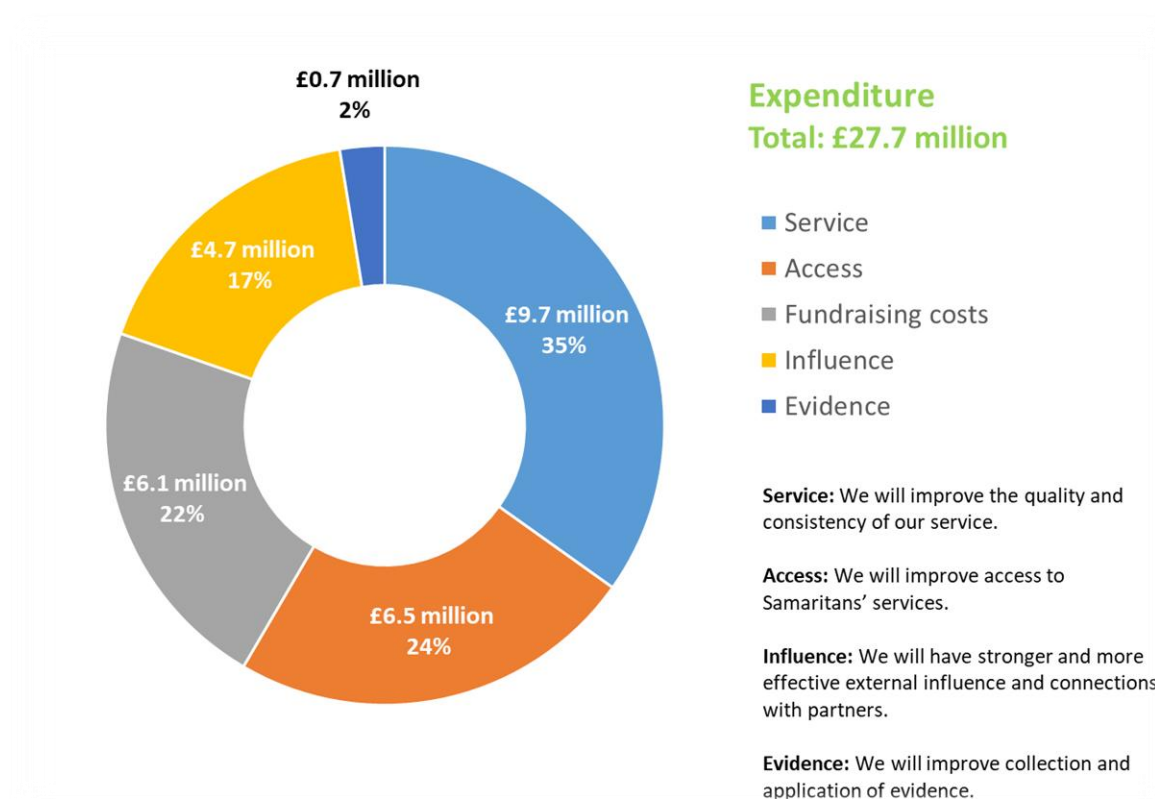
Grant income included funding from the Department of Health, which contributed to the cost of calls to our freephone helpline. This totalled **£510,000** in 2021/22 (and now stands at £1.8 million over 4 years).

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	<ol style="list-style-type: none">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	<ol style="list-style-type: none">1. Organisation design review.2. Updating operating agreement and schedule of authority.
Resourcing and people	<ol style="list-style-type: none">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	<ol style="list-style-type: none">1. Service expansion scale up.2. Capacity improvement project.3. Development of volunteering retention tools and resources.
Data Protection	<ol style="list-style-type: none">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.

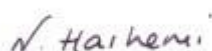
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & 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	17				
Restricted income funds		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
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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