

SAMARITANS

Samaritans Annual Report and Accounts

2022/23

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Trustees' Annual Report and Accounts

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Strategic report

Letter from Chair and CEO

Times are tough, but Samaritans are always here to listen.

Last year, there wasn't a single second when our volunteers weren't on the phone to someone. Day and night, Samaritans were here for people when they needed us, no matter what they were going through. We're proud to say that we've been there to listen 24/7 but regrettably, there are no signs that the vital services Samaritans provide are any less needed. We must make sure that we continue to be here for as long as people need us.

People have, and always will be, at the very heart of everything we do here at Samaritans. We've worked hard to listen and create more opportunities for people with personal experience to share their views with us. This includes people who have used our services, who have experienced suicidal thoughts and self-harm, and those bereaved by suicide. Their voices have helped to shape our new strategy, which launched last year, and they will continue to help shape our future direction.

Samaritans wouldn't be here without our supporters. This year, you've helped us show decision-makers that Saving Lives Can't Wait – influencing suicide prevention policy across England, Ireland, Northern Ireland, Scotland and Wales. You helped us connect over a cuppa on Brew Monday, raise awareness that Small Talk Saves Lives and encouraged more people to Talk to Us. And of course, crucially you helped us raise the money we needed to keep our helpline open 365 days a year and continue working towards our vision that fewer people die by suicide.

Thank you to everyone who has supported Samaritans over the last year. We're especially grateful to the 23,000 incredible individuals who volunteered their time for Samaritans, and our dedicated partners and supporters who have been there for us, so we can be there for others. It's thanks to you that we've remained a constant source of support to people during this very challenging year.

Since answering our first call in 1953, Samaritans has been there for people during their most difficult times and we are needed as much now as ever before. The cost of living crisis means many people are finding it much harder to make ends meet. We've seen an increase in first-time calls for help from people opening up about their financial worries¹, and we've called for governments across the UK and Ireland to take action and make sure they are supporting people's wellbeing.

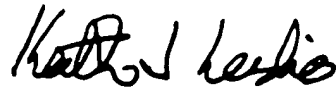
¹ From January to March 2023, Samaritans saw the highest percentage of first-time phone callers concerned about finance or unemployment. In February, almost 1 in 10 calls for help from first-time callers were about finance or unemployment concerns.

Samaritans has also felt the effects of the crisis. In a challenging economic environment that has seen our income decrease and our costs rise, we've had to make some difficult decisions about what we could deliver in the year. Your support has never been more important.

With your help, we can continue to be there for those who need us most, reach out to even more people, and raise our voice to make suicide prevention a priority. Together we will make change that saves lives.



Julie Bentley, CEO



Keith Leslie, Chair

Our strategy

Our strategy, *Tackling suicide together: providing a safe space in uncertain times*, launched in 2022 and outlines how we will achieve our vision that fewer people die by suicide. It seeks to maximise our impact as a charity by building on our achievements, whilst also making the most of new opportunities and learnings.

Samaritans marks 70 years of listening in 2023. Now more than ever, we need to adapt and innovate to continue providing a safe space for people all over the UK and Ireland. Throughout our 2022-27 strategy period, we will continue to work across the UK and Ireland to achieve our vision and be there for anyone who is struggling to cope and in times of crisis.

Our main priorities throughout 2022-27 are:

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

Our guiding principles remain:

- **Equity, diversity and inclusion (EDI):** We will break down barriers to make Samaritans more diverse and inclusive.
- **Personal experience:** We will ensure the voice of people with lived experience is central to all our services, campaigns and activities.
- **Safety and quality:** We will ensure a safe, effective and positive experience for all those who come into contact with our services.
- **Evidence-based:** We will use research, evidence, insight and data to inform all our services and policy development.
- **Vocal and visible:** We will never shy away from raising our voice and campaigning on issues that matter to us.
- **Innovation and technology:** We will encourage innovation and keep pace with developments.
- **Environmental responsibility:** We will build a sustainable approach to our actions and develop a better understanding of our energy footprint.

We will continue to hold ourselves accountable for our progress in achieving our five priorities and staying true to our seven principles through internal monitoring and quarterly reporting to our Board of Trustees, as well as the publication of an annual Impact Report.

About this document

The following pages highlight some of our major achievements and challenges during 2022/23.

In developing our strategy and accompanying activity plans, and in producing this Annual Report and Accounts, the Trustees have given due consideration to the Charity Commission for England & Wales' published guidance on the public benefit requirement under the Charities Act 2011 as well as equivalent guidance from The Scottish Charity Regulator, the Charity Commission for Northern Ireland, Ireland's Charities Regulator and relevant bodies within crown dependencies. In particular, Samaritans' core listening and online services are free to the general public. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).²

Unless otherwise stated, the service statistics in this report are for the 2022 calendar year. Please see our 2022/23 Impact Report for more information about our work and how it is making a difference.

² Equivalent purposes appear in the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Act (Northern Ireland) 2008. The Republic of Ireland Charities Act 2009 identifies the promotion of health, including the prevention or relief of sickness, disease or human suffering as a charitable purpose.

Our key achievements

Our strategic principles and priorities are the cornerstone of everything we do at Samaritans. They each serve as a guide in the choices we make as a charitable organisation, Samaritans' decision-making process for the long-term direction of our charity, and help set a solid foundation for our campaign and policy work.

Our key achievements this year are a reflection of the strategic principles and priorities that have helped Samaritans grow and work towards achieving our goals.

Priorities

Access

We're working to make sure that anyone who needs Samaritans will be able to access our support whenever they need it and get through to us in a way that works for them.

What we said we would do

- Train and recruit up to 900 new volunteers through Samaritans Training School to help meet the demand for our services.
- Roll out online chat across the branch network as far as possible.
- Ensure that the listening service meets the needs of people in different at-risk groups: developing a prioritisation framework, undertaking research in the foundation year of our new strategy.
- Scale up existing service expansion sites including Bradford City Hub.
- Introduce a centralised listening volunteer duty rota as a pilot.

What we did this year

In 2022, Samaritans volunteers responded to almost 3 million calls for help by telephone. There wasn't a single second when Samaritans weren't on the phone to someone. Our volunteers spent almost 1 million hours responding to calls across more than 200 branches and locations across the UK and Ireland. We answered a call for help every 10 seconds by phone, email, online chat, letter or face to face.

Our new Samaritans Training School recruited 530 new volunteers, 364 of whom have successfully completed all training and recruitment checks and are able to start volunteering with their hubs as part of our service expansion programme. Samaritans Training School has also supported the capacity and growth of over 20 hubs and branches across the organisation and delivered mandatory training to over 250 volunteers. Across 47 branches, 115 volunteer skills practitioners have been recruited and have supported us in delivering

more than 150 skills practice sessions to Samaritans branches. We have also successfully trained 116 students across a range of helping professions, such as nurses, paramedics and social workers, through our placement partnership with Anglia Ruskin University.

In total, Samaritans recruited and trained over 4,000 new listening volunteers last year. Around 23,000 people volunteered their time for Samaritans throughout 2022. This includes all of our listening volunteers, non-listening branch volunteers and people in prison who volunteer as trained prison Listeners. It is important to note that 2022 is the first year that the number of prison Listeners has been included in the total of Samaritans volunteers, so comparisons in the total number of volunteers cannot be made with previous years.

We responded to over 46,000 calls for help through online chat and spent over 27,000 hours doing so. There were chat shifts on 265 evenings (72%) in 2022, with 77 branches and nearly 2,000 volunteers delivering this service. Among the people who used the service and opted to give feedback, 50 per cent had contacted Samaritans before, 94 per cent said that they would use the online chat service again, and over 80 per cent reported a reduction in their level of distress as a result of using the service.

This year, our prison Listeners responded to 35,609 face-to-face call outs in prisons through our Prison Listener scheme. To better understand their experience, we consulted with Listeners about their role. We also undertook an internal volunteer recruitment campaign which attracted more than 100 expressions of interest.

The Irish Prison Service, Northern Irish Prison Service and Samaritans celebrated the 20th anniversary of the Listener scheme in Ireland and Northern Ireland. The programme is now operational in every prison in Ireland, with 15 Listener schemes in 13 prisons supported by over 80 volunteers from Samaritans branches. The Irish Prison Service (IPS) rolled out in-cell phones, which led to a tenfold increase in prison calls in Ireland, to more than 35,000 per year. In Northern Ireland, the programme is operational at Magilligan and Maghaberry prisons.

We expanded our Correspondence service so that anyone who needs emotional support in Welsh can send a freepost letter. Our Welsh Language Scheme was first approved by the Welsh Language Commissioner in 2014 and our dedicated Welsh language line has been helping Welsh speakers who need emotional support since 2010.

Our service expansion pilot programme has continued to grow and develop this year. Our London City Hub answered more than 5,000 online chat contacts. Sevenoaks Samaritans answered more than 12,000 phone calls, while our new location in Bradford answered more than 3,300 phone calls. We also supported Samaritans of Northumbria (Ashington branch) to open a new satellite location in Berwick-upon-Tweed and though we experienced some delay, our second campus-based location in Chelmsford in partnership with Anglia Ruskin University became operational in May 2023.

We worked with branches across Yorkshire and Humberside on our ongoing Hours of Need project, exploring how we can increase the capacity of our phone service during twilight and night hours. This project focused on how we can raise awareness of key hours of need among all our listening volunteers, share existing best practice across our branch network and investigate sustainable approaches to help us tackle this longstanding challenge together.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- We wanted to introduce a centralised listening volunteer duty rota as a pilot trial but were unable to launch in 2022.
- We were unable to roll out our online chat service across the entire branch network.
- Our online chat training update has been paused awaiting the outcomes of the quality audit and implementation of new technology.
- We were unable to undertake the necessary research to develop a prioritisation framework to ensure that the listening service meets the needs of people in different at-risk groups.

Reach

We're here for anyone who needs us, so we are working to become more visible and relevant, particularly to a more diverse range of people and communities, so those who might need us most, trust us and know we're here for them.

What we said we would do

- Secure contract to pilot a wellbeing support line for veterans and complete a coproduced strategy report with SSAFA, the Armed Forces charity, to help support veterans and the wider military community.
- Develop an outreach strategy, supporting service specifications and training.
- Explore approaches to provision of tailored support to at risk groups / those with accessibility requirements.
- Improve our ability to respond to local need through creating a 'map of need' showing national, regional and local nuance around suicide prevention.
- Take action to reach a more diverse range of people who could benefit from Samaritans' support, such as those who are marginalised or living in deprivation.

What we did this year

We launched the pilot of our dedicated emotional wellbeing support line for veterans, the Veterans Support hub helpline, in September 2022. The service now receives around 100-150 emotional support calls from veterans each month and continues to grow. This service will fully launch in March 2024. It will be closely linked with our military online chat service and other avenues of support to ensure that the military community has as many options as possible to receive emotional support.

We also continued to promote the Samaritans Veterans app which has been used by over 3,600 members of the military community since its launch in October 2021. The browser version has a 76 per cent user engagement rate and over 46 per cent of users regularly re-visit. The app has received two awards this year, the Bronze award in the 'Mobile Learning Experience' category at the International E-Learning Awards 2022 and the Silver award in the 'Innovation in Learning' category at the Learning Awards in February 2023.

We completed our coproduced strategy report with SSAFA to help support veterans and the wider military community experiencing suicidal ideation. The strategy report included a detailed evidence review and gap analysis which was conducted by the University of Bath. We also asked veterans within our own Lived Experience Panel to help us better understand some of the challenges faced within the community, which in turn informed which recommendations we put forward within the report.

In Ireland, we set out to raise awareness of Samaritans in rural communities, working with the dairy industry to have Samaritans' helpline signage featured on approximately 500 milk trucks and agri-feed vehicles owned by some of the country's largest co-operatives. The new partnership with milk processors – who are all members of the Ibec group Dairy Industry Ireland (DII) – aims to raise awareness of our service among farmers and other people in rural Ireland, especially those living or working in isolation.

Samaritans Ireland marked the Longest Night of the year on the Winter Solstice to remind those struggling to cope that our helpline is open during their darkest hours. Overall, 140 heritage sites, public buildings and companies joined our national campaign to light up in green, including the Department of Health, The Rock of Cashel, Bunratty Castle, Slane Castle, Kilkenny Castle, Cork City Hall, several universities, and county council offices across the country.

In Northern Ireland, we continued to reach out to local communities through the work of our local branches, our collaboration with other mental health groups, our continued partnership with the Gaelic Athletic Association (GAA) and our work with the Northern Ireland Prison Service Listener Scheme, which has just marked its 20th anniversary. Our small staff team in Belfast continues to drive forward what Samaritans stands for and, for the first time, we have a growing presence on social media.

In Scotland, our West Highlands and Skye project made good progress, with caller awareness adverts in local newspapers and websites, radio and print adverts promoting our workplace training offer, and our project staff appearing on local radio show Wellbeing Wednesday on Radio Nevis. We have started delivering 'Conversations with Vulnerable People' training from Samaritans Training and Engagement Programmes for workplaces. This will run throughout 2023. Advertising for volunteer recruitment in the area is being developed and will be going out over the summer.

In Wales, we established a Community Development Project to deliver a series of engagement and partnership interventions that will address the needs of at-risk groups, with funding from the Waterloo Foundation.

We launched phase six of our Small Talk Saves Lives campaign in partnership with Network Rail, British Transport Police and the wider rail industry. Running from 21 February until 12 March, the campaign encouraged people to look out for those who may be at risk and to trust their instincts and start a conversation to interrupt their potentially suicidal thoughts.

Over 80 branches took part in station and community events to raise awareness of the importance of small talk in their local communities. As part of the campaign launch, we hosted a successful event at Manchester Piccadilly Rail Station. Volunteers from local branches invited members of the public to practise their small talk in exchange for a hot drink at our No filter café. Over 80 branches took part in station and community events to raise awareness of the importance of small talk in their local communities. Our Small Talk Saves Lives events were attended by a host of politicians including the Secretary of State for Transport, the Minister for Rail, the Shadow Secretary of State for Transport, the Mayor of Greater Manchester, Leader of Manchester City Council and the Metro Mayor of the Liverpool City Region.

We encouraged everyone to catch up over a cuppa on Brew Monday on 16 January, aiming to bust the 'Blue Monday' myth. Samaritans' branches organised over 50 station events, plus Brew Monday community events in places like libraries, hospitals, shopping centres and sports clubs. We also held a parliamentary drop in event in Westminster on Brew Monday attended by over 30 parliamentarians, keen to show their support for Samaritans.

We had our most successful Brew Monday yet on social media. For the first time ever, we succeeded in getting the #BrewMonday hashtag trending at number two on Twitter. Brew Monday achieved a range of press coverage, including The Sun, Mail Online, Independent and BBC1's Sunday Morning Live. The campaign secured a total of 295 individual pieces of coverage, with an advertising-value-equivalent (AVE) of £1.2m.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- The launch of our volunteer recruitment campaign for the Veterans Support Hub was planned for this year but was delayed. It has taken longer than expected to find and engage branches that are near to veteran or military communities and have capacity to recruit and train additional volunteers. We also needed to wait for our new Samaritans Training School to be set up before launching the campaign so that any volunteer candidates could be interviewed and trained through a central point, reducing the demand on our branch network.
- We were unable to complete work on a 'map of need' showing national, regional and local nuance around suicide prevention.

Impact

We're working to make suicide prevention a priority nationally, regionally and locally for governments, public services and businesses, so that fewer people die by suicide.

What we said we would do

- Expand work in Ireland, Northern Ireland, Scotland and Wales to influence government and public bodies.
- Pilot regional influencing in England, with staff dedicated to engaging with the regional system and working to support branches in suicide prevention groups and other community outreach work, building on experience and work already underway in Nations.
- Develop influencing in Ireland, Northern Ireland, Scotland and Wales, working to support branches in suicide prevention groups and other community outreach work.
- Enhance our ability to support responsible communications through expanding our media advisory service to reach additional communicators/sectors.
- Develop our public affairs, policy and campaigning capacity: expanding lived experience voice, broadening policy focus, developing engaged supporters helping to achieve our priorities and broadening our function to support service delivery.
- Expand and enhance our research function through developing and rolling out an organisation-wide programme of research into issues and what works, influencing the research agenda, appropriate 'translation' and engagement.

What we did this year

In England, we inspired more than 200 Samaritans campaigners to give their views direct to the Government to inform a new suicide prevention strategy for England, further strengthening the voice of people with lived experience. We made the case strongly throughout the year for a new England cross-government suicide prevention strategy and the Government has now committed to publishing a stand-alone strategy on suicide prevention.

In the autumn, we launched the public campaign *Saving Lives Can't Wait*, calling on the Westminster Government to commit to reaching the lowest national suicide rate ever recorded. We held fringe meetings at Labour and Conservative Party Conferences on our asks of the new strategy, which included the voices of people with lived experience, which delegates told us was incredibly powerful. Jason McCartney MP, Vice-Chair of the All-Party Parliamentary Group on Suicide and Self-Harm Prevention mentioned our campaign on the floor of the House of Commons.

In Northern Ireland, we developed and promoted key priorities for preventing suicide, gaining support from the Health Minister and Justice Minister, as well as all political parties. We also partnered with Start360, a voluntary organisation working to improve mental health in Northern Ireland, to host a hustings event coming up to the Northern Ireland Assembly Elections. All political parties were invited to attend together with the voluntary and community sector as well as colleagues within the statutory sector. This allowed Samaritans to engage with candidates standing in the Assembly elections and to promote our key policy priorities to other community and voluntary organisations. We held a mental health seminar on 22 February at Parliament Buildings, Stormont, where we shared findings from our Impact Report as well as our strategic priorities for 2022 to 2027. We developed a Northern Ireland Action Plan, which will complement Samaritans' overall strategy.

In Scotland, we have continued to engage with Scottish Government, including in the development of the Mental Health and Wellbeing Strategy and the Self-Harm Strategy. We have had several engagements with the Minister for Mental Wellbeing and Social Care, including meetings of Scotland's Mental Health Partnership. We continue to influence the delivery of Scotland's Suicide Prevention Strategy: *Creating Hope Together*. The new Delivery Collective will be led by four strategic partners, each overseeing one of the outcomes. We successfully bid to be Outcome Lead for the first outcome – to ensure that the 'environment we live in promotes conditions which protect against suicide risk – this includes our psychological, social, cultural, economic and physical environment'.

In Wales, we chair the Welsh Government Cross Party Group (CPG) on Suicide and Self-Harm Prevention and continued our role as active members of the Wales Alliance for Mental Health (WAMH), the anti-poverty coalition, and the Wales NHS Confederation Health and Wellbeing Alliance. We were also invited to be members of the national advisory group for the Excluded Lives Project. This is a multi-disciplinary project across the four jurisdictions of

the UK which aims to explore the consequences of school exclusion on children and young people. Our team in Wales have also worked extensively to call for the statutory inclusion of mental health education in the new curriculum which has been achieved. As a result of this work, we were invited to be members of the Welsh Government Stakeholder reference group on the whole school approach in 2023.

This year we remained focused on the Online Safety Bill as it continued to make its way through Westminster. We are working to ensure that the crucial support that people find online continues to flourish, while reducing access to harmful and dangerous suicide and self-harm content. We worked alongside our fantastic campaigners to make the case for the Bill to prioritise suicide and self-harm. They helped us reach 95 per cent of all the MPs in the House of Commons. The Government has made it a priority to amend the Online Safety Bill to include written illegal suicide content and it has said that they will create a new communications offence of encouraging or assisting self-harm, recognising that there is a gap in the existing law on malicious communications. This means that illegal self-harm content will also be a priority in the new online safety laws.

We secured an important change to the regulation of video-on-demand services, responding to a consultation from the Westminster Government in which we called for the same level of protection for UK audiences irrespective of whether they are viewing content on-demand or via a traditional broadcaster. The Government has now confirmed that they will ask Ofcom to create a code to ensure all TV-like content will be subject to similar standards.

Our online excellence programme continued to improve and shape practice. We released a ground-breaking piece of research into how social media users experience self-harm and suicide content, with the University of Swansea. We also launched an e-learning course for mental health practitioners, aimed at instilling in them the confidence to discuss online behaviour with their clients. Over 85 per cent of learners say they would immediately put learnings into practice.

We provided guidance through our industry guidelines pages which received over 2,915 views as well as directly to organisations through our online harms advisory service. This included an app provider with over 300 million users worldwide and a games platform with over 5 million games played a day. Our toolkits to help users equip themselves with ways to stay safe when viewing or posting content relating to self-harm and suicide were viewed over 6,100 times and our new practitioners' guidance pages had a total of 5,600 unique page views in just one quarter.

Our work to support informed and safe coverage of suicide and self-harm in the media continues to have a positive impact. Our media advisory team monitored nearly 6,000 news articles in 2022 and worked hard to increase signposting to sources of support to three-quarters of suicide related stories.

Samaritans have delivered 60 media guidelines training sessions to media and non-media audiences. We have also now expanded this training to journalism university students – so far we have delivered training to six universities. We worked with Universities UK and Papyrus, a UK charity for the prevention of young suicide, to produce new guidance on *How to respond to a student suicide* in a university setting. We have embarked on a programme of work to reduce associations of suicide with outdoor locations, in collaboration with East Sussex County Council.

We worked with lots of researchers and producers of soaps, dramas and documentaries. These have included *Coronation Street*, *Casualty*, *EastEnders*, *Emmerdale*, *Hollyoaks*, *Silent Witness*, *Screw*, and documentaries including BT Sport's *After the Roar* and a Roman Kemp documentary covering youth mental health. Some of this work created opportunities to highlight our media guidelines work in the press. These included work with *EastEnders* on a long-running youth mental health and self-harm storyline, and work with *Emmerdale* on a male mental health storyline.

Samaritans have continued providing advice and guidance for suicide interventions at high-risk locations. We have given bespoke advice for these interventions and prevention measures to 25 city/county councils and 23 other organisations. To support this important work, we have partnered with the Safer Public Spaces Network, a practitioner network for people working on high-risk locations, to be part of the coordinating body and drive the network forward. We have also continued to support and influence the implementation of National Highways' suicide prevention strategy through the development and review of the guidance, including regional engagement and communications plan, as well as providing advice and guidance for interventions at high-risk locations.

We have continued hosting the National Suicide Prevention Alliance (NSPA), which has grown significantly over the last year, to more than 1,600 organisations and individual members. We supported them to deliver a highly successful 9th annual conference in January 2023 and a series of online discussions throughout the year creating spaces for shared learning. These discussions have been shared with the Department of Health and Social Care to inform the Government's new national suicide prevention strategy.

The NSPA's Lived Experience Network continued to grow and now has a panel of over 400 people and 32 trained Lived Experience Influencers, who have taken part in a range of activities to influence suicide prevention. This included informing Government strategy, public speaking at a range of events, and working with a range of other influential organisations to inform, influence and co-produce suicide prevention work. The NSPA has also continued to work with a range of organisations to promote good practice when involving people with lived experience in suicide prevention work.

We also continued to host the Support After Suicide Partnership (SASP), with a focus on increasing engagement with its membership and prospective members, improving practice among suicide bereavement services and influencing government spend. This year they have been focusing on specific groups affected by health disparities: children and young

people, people affected by domestic abuse and suicide, Gypsy, Roma, and Traveller communities and people who identify as LGBTQ+. They have increased membership from organisations that represent these groups and delivered a series of activities including a webinar on suicide bereavement involving domestic abuse, a roundtable with organisations representing Gypsy, Roma and Traveller communities to develop best practice guidance, and research into the experience of suicide bereavement among people who identify as LGBTQ+. SASP has also secured £196,000 from NHS England to continue its work to support the delivery of commissioned suicide bereavement support services across the country.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- We are continuing to work to finalise contracts for the next three-year phase of the Online Excellence Programme but given the turbulence in the tech sector with redundancies, gaining the commitment for financial support is proving tricky.
- Due to Northern Ireland having a non-functioning government, it has been difficult to get movement on policy priorities. We have also had to hold off on our planned research into social deprivation and suicide until we find suitable funds.

Capacity

We're working to meet the high demand for our services by recruiting more people, from a diverse range of communities, and giving them the support they need so they stay with us longer and work effectively together as one Samaritans team

What we said we would do

- Begin to restructure/realign organisation-wide roles and responsibilities including understanding where to introduce more paid staff and support volunteers locally and more volunteer roles in central charity.
- Develop an engagement plan so volunteers and staff understand and feel ownership of the working and structural changes that will be necessary to deliver the new strategy.
- Support more inclusive and diverse recruitment of new volunteers.
- Introduce competency-based recruitment (building on pilots) to senior volunteer leadership roles.
- Support volunteers, where needed, with training to be more technology confident and competent.

What we did this year

We introduced a new volunteer leadership role and recruited four new Directors of Branch Operations. Until 2022, our Regional Director team was led by the (volunteer) Chair of Regional Directors – a role which was held by a single individual who was also a member of our Board of Trustees. After the Council of Samaritans reviewed the responsibilities of this role, the previous Chair of Regional Directors position has now been replaced by four new Director of Branch Operations roles to help make the role more manageable and appealing. Together, these four volunteer leaders share the responsibility for guiding and supporting our regional director group.

We launched a review of the role of our Branch Directors. We invited our Branch Directors to complete a survey, offering the opportunity to share their thoughts and feedback to ensure that our volunteer leadership roles are achievable and appealing to all our volunteers. Following on from the results of the survey a Branch Director and Volunteer Leadership review has been launched and will continue into 2023.

We carried out updates to our volunteer learning resources and continued improving our training for volunteers by working with a volunteer accessibility testing group. This year, we also supported our written word services by creating a new digital module for those offering support by email and updating the learning for our Correspondence branch. We also redesigned the outreach learning for volunteers, to support our strategic priority to be more visible and relevant to a more diverse range of people and communities.

We focused on delivering quality training to volunteers in order to support them in delivering a safe, effective and positive experience to the people who contact us, updating our Core Development Programme and embedding training to reflect our new procedures. As some branches looked to return to supporting callers face-to-face, we also created new training and service specifications to help them support people safely in their branch.

We engaged staff and volunteers with our new strategy through a comprehensive engagement plan, followed by EDI action plan engagement. We continued to support staff and volunteers with the new strategy in its foundation year through additional comms plans around structural changes, events, webinars and reiterating the new strategy in day-to-day comms.

We developed and rolled out new training for staff this year, covering vital areas such as safeguarding, GDPR, phishing awareness, and equity, diversity and inclusion. We introduced a series of short training modules for staff, covering a range of topics such as mindfulness, assertiveness and unconscious bias. We also continue to run *Who we Are and What we do* sessions for new joiners to help them understand Samaritans, our vision, mission, values and the key policies that underpin our listening service. We cover wellbeing as part of staff induction, and have a number of Mental Health First Aiders among our staff team.

We refreshed our mediation programme and launched a new volunteer concerns and complaints procedure. As part of our response to the 2022 review of our volunteer concerns and complaints process, we launched an organisation-wide mediation service for all volunteers. The aim of mediation is to facilitate and resolve conflict through empathy, mutual understanding and creative and collaborative problem solving, mutually agreeing a resolution. Mediation is now accessible to all volunteers via a group of trained mediators. We've also updated our volunteer concerns and complaints procedures to make sure that any problems that come up are managed consistently and in a timely manner, through a fair and more transparent process. For issues where informal resolution hasn't worked or isn't appropriate, our new centrally recruited and trained team of volunteer Investigation, Hearing & Appeals Officers (IHAs) provide a robust, impartial and objective process for investigating all concerns and complaints.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- Our staff leadership development has unfortunately been deferred until 2023/24.
- Listener Core Training will be reviewed as part of 2023/24 annual updates to our Core Development Programme and embedding training.

Sustainability

We are working to ensure our long-term sustainability by securing the support needed to keep us strong and taking steps to ensure our activities and organisation are fit for the future.

What we said we would do

- Design and roll out a digital roadmap that enables Samaritans to effectively reach, connect and engage with audiences.
- Undertake further work to understand how to grow Samaritans' 'workplace training' market share through development and expansion of course variety and content, delivery methods, greater understanding of needs.
- Enhance business relationships / corporate partner experiences including improved communications and brand partnerships.
- Design and implement an organisation wide approach to identifying and reporting on programmes which supporters can raise funds for.
- Design/commission supporter data strategy and readiness to prepare the foundation for a new supporter database in 2023/24.

What we did this year

We focused on listening to our supporters, testing new ideas and evolving our fundraising work to ensure our income is sustainable for the future. We worked closely with our supporters and insight to create some successful pilots this year including Dawn Walk where over 700 people walked at the break of dawn. The Night Shift, a new online streaming challenge where fundraisers streamed for four-hour shifts through the night in appreciation for the four-hour shifts our volunteers commit to 24/7. We commend the wonderful creative support including a Mr Blobby face painting stream and the fundraiser who reviewed their old school reports and childhood memories for four hours! We know we can't stand still and have explored new fundraising channels to reach new supporters for example our new fundraising TV advertising campaign and building new activities like yoga into Facebook Challenge campaigns.

Over 34,000 new supporters stood shoulder to shoulder with us this year. Staff and volunteers joined 'Thanking Day' sharing our appreciation for the unwavering loyalty of supporters and recognising new supporters who donated to campaigns like the award-winning winter 'Break the Silence' and fundraisers who joined us to walk, jog or run Samarathon; the distance of a marathon in the month of July. Throughout the year, thanking supporters and communicating the life-saving impact supporters have made with their support is important to building long-term relationships.

We launched Samaritans Training and Engagement Programmes (STEP), evolving our workplace training to align with our continued growth and the expectations of our new customers. We built on the previous year's success to deliver 537 courses to 5,764 people from over 150 organisations, raising over £800,000 and achieving the highest-ever income derived from our training courses. The scope of our client base has diversified significantly; we still maintain relationships with a wide range of public sector bodies, local councils and blue light services, and we have extended our reach to work with a broad range of corporate organisations. We have also answered the call to support staff and clients from large customer-facing organisations during the cost-of-living crisis and have delivered a range of specialist training courses designed to increase confidence and resilience amongst workforces.

We raised over £2.7 million with the support of our corporate partners. This year we expanded our engagement via webinars, reaching hundreds of our corporate partners' staff through topical webinars, which scored an average of 8.4/10 for speakers, content and experience.

Samaritans' partnership with The Lord Mayor's Appeal has raised over £2 million over four years. In this last year of the partnership, The Lord Mayor's Appeal raised £180,000 in support of Samaritans. Rich Bartlett, Samaritans volunteer and Deputy Director of London City Hub, delivered a speech at The Lord Mayor's Appeal's Impact Reception in November 2022, outlining the impact of the appeal's investment in Samaritans' online chat and flexible volunteering model.

Standard Life became a founding partner of Samaritans' Training School, a new initiative to train and recruit 400 new listening volunteers, between January 2023 to December 2024, to provide life-saving emotional support. Standard Life is a part of Phoenix Group, which raised £350,000 last year through a range of initiatives spanning fundraising events, virtual challenges, payroll giving schemes, and corporate donations. Our charity partnership with Phoenix Group, the UK's largest long-term savings and retirement business, extended to people-led activities and skills sharing, equipping Phoenix Group colleagues with the skills to spot and provide support for anyone who might be struggling to cope. Phoenix Group has provided training courses from Samaritans Training and Engagement Programmes (STEP) workplace training courses to equip colleagues with listening skills. A new e-learning module, co-developed with Samaritans and Cowry Consulting based on Samaritans' existing listening wheel, launched in early 2023 to give more colleagues access to Samaritans' skills and expertise.

Samaritans' partnership with Three won multiple awards, including at the Corporate Engagement Awards 2022, securing Best Collaborative Approach, Best PR and External Communications and Best Alignment of Brand Values through a Sponsorship Activity for our Better Phone Friend campaign. Through the partnership with Three, a connectivity company with 9.5 million customers in the UK, a new initiative was launched to improve support available for business owners during the cost-of-living crisis, by providing free wellbeing courses for business owners.

Samaritans continued to develop strategic partnerships with key sectors including construction, highways, finance and transport. British housebuilding firm Cala Homes raised over £115,000 during the year for Samaritans through corporate donations and the fundraising efforts of staff, suppliers and subcontractors. For several months in early 2023, Barclays displayed Samaritans' caller awareness advertising, promoting the helpline across around 1,650 ATMS and 280 Barclays' branches, with a combined total of around 500 screens. We secured several new partnerships this year, entering charity partnerships with organisations including Unbiased, Price Bailey LLP, AIB UK, and First Bus.

What we were not able to achieve

There have been a number of external factors which have impacted our ability to raise funds. Cost of Living concerns, largely led by inflation reaching a 41-year high in October 2022, meant that when polled, 69 per cent of the public indicated they would need to make spending cuts in 2022, including 17 per cent who indicated they would cut charitable giving. 24 per cent of people reported that their charitable behaviour would need to change as a response to increases in everyday costs³. Alongside broad reductions in charitable giving across the sector, there was a significant public response to the war in Ukraine with over

³ cafonline.org/docs/default-source/about-us-research/uk_giving_2023.pdf

£400m being raised in the first year⁴. This combination of factors meant that whilst tightening their belts, many donors who were still giving often directed it to overseas aid.

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- This year we had planned to refresh our Wellbeing in the Workplace e-learning programme but this was delayed due to lack of team capacity.
- The launch of a new partner fundraising platform was delayed until 2023/24.
- Under the STEP programme, the assessment and potential development of an e-learning version of our Listening Skills offer for commercial organisations with large customer service teams or call centres was delayed.
- We were unable to implement an organisation wide approach to identifying and reporting on programmes which supporters can raise funds for this year.
- There has been a delay in designing the supporter data strategy for a new supporter database in 2023/24.

Principles

Equity, diversity and inclusion (EDI)

We strive to make Samaritans more diverse and inclusive, both through our people and the people we connect with and support. We're working to make sure that we are responding to people's needs in a way that is relevant and meaningful to them and their circumstances.

What we said we would do

- Make significant progress in our commitment to equity, diversity and inclusion (EDI).
- Implement strong EDI foundations for now and for the future of Samaritans.
- Work closely with a wide range of stakeholders to ensure that we are representing and responding to the needs of minoritised communities across the UK and Ireland.
- Build relationships, listen to needs and engage people in our work and take a One Samaritans approach at every opportunity.

⁴ [Ukraine Appeal One Year On - How Your Donations Helped - DEC](#)

What we did this year

We published our new EDI commitment and five-year goals, following an extensive organisation-wide review in 2021/22 of how we're representing and responding to the needs of minoritised communities across the UK and Ireland.

We launched our 18-month EDI learning project which aims to create and deliver a dynamic learning plan to respond to the EDI learning needs of our staff and volunteers. The project has started its first phase, to undertake research that will inform the design and delivery of EDI learning for all staff and volunteers.

We held disability awareness and reasonable adjustments training for Regional Directors and a Branch Director from each region. We have also been working with our Internal Communications and People teams to create and share guidance around making reasonable adjustments for staff and volunteers.

We published a new policy statement on ethnicity and suicide outlining how suicide rates vary between ethnic groups and identifying key changes needed, including the routine recording of ethnicity on all death certificates.

We listened and learned about challenges and successes for EDI in our geographic areas after hearing about the work happening in all corners of Samaritans across the UK and Ireland and considering varying Equality Legislation. We have a three-year locally funded EDI Project in Scotland, involving four pilot branches across Scotland that are championing EDI in their branch.

To further support branches' outreach work, we have started building a platform on our intranet to share stories and guidance for doing outreach amongst minoritised communities.

We continued working to support our diversity network groups. There are three active groups (Samaritans of colour, Disabled network, LGBTQIA+ Network) at Samaritans. We have supported the groups by promoting them to staff and volunteers and supporting Chairs with organising meetings with members. We are also in the process of creating some new EDI roles for volunteers including a specialist panel who will work closely alongside the EDI staff team, providing EDI subject matter expertise for both staff and volunteers.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- We have gone through periods of slow progress and there has been a delay in the Diversity and Equality Policy, which will not be updated until 2024.

Personal experience

We're making sure the voices of people with experience of suicidal feelings, suicide attempts, self-harm, or bereavement by suicide are central to and shape all our services, products, campaigns and activities.

What we said we would do

- Create more opportunities for people with personal experience of using our services, and of suicide and self-harm, including those bereaved, to share their views and experiences with us.

What we did this year

This year we continued the expansion of our Lived Experience Panel to help shape and improve our influencing work, service development, and research and evaluation work. After launching the Lived Experience Panel last year, which is comprised of people with lived experience who take part in fortnightly research activities to inform a variety of Samaritans activities, we now have 523 members, a 32 per cent increase on last year, and have received 880 responses to the surveys we've sent out.

Within this Lived Experience Panel, 88 per cent have experience of suicidal thoughts, 51 per cent have lived experience of suicide attempts, 59 per cent have lived experience of self-harm, 39 per cent have lived experience of bereavement by suicide and 58 per cent have lived experience of using Samaritans' services. Their experiences and input have played an essential role in shaping the work we've accomplished this year.

We are creating and promoting paid lived experience roles for people to get involved on a freelance basis as equal partners in some of our decision-making. This will include roles on some of our board sub-committees, within our ethics process and co-design in our policy and influencing work.

We have recruited a Head of Lived Experience, our first ever senior Lived Experience role, to further develop our approach to lived experience; over the coming year we will be co-designing a Lived Experience Strategy. During this process people with lived experience, staff and volunteers will work together to refine our ambition and plan how we will meaningfully embed lived experience throughout the organisation and our services.

Safety and quality

We've set out to ensure a safe, effective and positive experience for all those who come into contact with Samaritans' services

What we said we would do

- Further improve our safeguarding practice and the quality of the services we provide through enhanced guidance, procedures, training, and monitoring – including:
 - Implement the next phase of safeguarding improvements.
 - Complete a review of the Quality Outcomes Framework.
 - Implement changes to significantly reduce misuse of service.
 - Launch balanced scorecard and branch quarterly performance reporting.

What we did this year

We made significant advancements with our quality and service improvement programme which includes quality hub activity, auditing, developing our feedback service and quality management activity.

The quality and service improvement hub now routinely listen into contacts from across UK branches as well as checking emails and online chat and providing essential feedback information for branch volunteers. There are 80 volunteers in the hub supported by a volunteer and staff team.

As part of the service improvement programme we completed a service-wide quality audit, which covered all contact types. The findings are extremely encouraging in terms of quality and safety of contacts with over 99 per cent of contacts classified as satisfactory or above.

Birkbeck University completed an independent review of our internal quality review processes. The work highlighted many areas of good practice around approach and methodology as well as some development opportunities which we will continue to embed.

In addition to the project quality activity the team have been raising awareness at branch and regional meetings where they've shared the activities of the hub and promoted the importance of quality being everyone's responsibility to monitor and uphold.

Under our quality management programme of activity, we completed 65 quality reviews with branches across the UK and Ireland, which equates to 33 per cent of all branches. Quality reviews take place as part of a 3-year cycle and focus on assessing if branches are meeting quality outcomes as well as outlining any development areas to focus on. As part of the improvement programme we have recruited 12 new quality mentors to support this quality review process.

We actively monitor feedback about the service our callers receive in order to make service improvements where required. This year 726 callers fed back about our service. Feedback includes both complaints and positive feedback and all complaints are investigated. 726 contacts represent 0.023 per cent of all contacts received by Samaritans services.

We continue to ensure that people who contact us receive a safe service. We have developed our caller support and safeguarding hub which launched last year and now handles all caller support and non-urgent safeguarding concerns, providing a 24/7 support line to branches. This year we introduced a new Branch Hub Liaison role to act as a conduit between branches and service hubs, achieving implementation in over 60 per cent of branches, and enabling swift feedback on referral outcomes.

A robust safeguarding plan for Ireland was established, which includes the roll out of a new dedicated support line for safeguarding, a new statement for safeguarding, and plans for increased central support for designated lead officers in Ireland.

We have launched new training on applying our key policies across the volunteer network and best practice in email conversations training. We have also reviewed our signposting list and significantly streamlined the process for updating so it remains relevant and responsive.

As part of our service development agenda, we have gathered a deep and broad range of evidence to inform our review of our services as they relate to children. This included research with young people, external mapping, an outreach review, data analysis, focus groups with a wide range of volunteers operating specialist services, and surveys and interviews with other charities.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and limited capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- This year due to funding issues and a lack of resources, we had to suspend our work towards exploring the application of the ISO Quality Management Standard and preparation to seek accreditation.

Evidence-based

We use research, evidence, insight and data to inform all our services, activities and digital offerings.

What we said we would do

- Continue to build and share our knowledge of suicide prevention and risk factors for suicide and self-harm.
- Design and deliver a programme of research to support our internal Children's Review.

- Work more closely with external partners to build an evidence base for people in prisons.

What we did this year

We lead the Suicide Prevention Consortium (SPC), which aims to bring the expertise of organisations in the SPC and the voice of those with lived experience directly to policymakers, to improve suicide prevention in England. This year we explored what effective suicide prevention support looks like for LGBTQ+ communities who use alcohol and experience suicidality, the relationship between economic disadvantage, suicide risk and self-harm in people's own words, as well as heard views from people with lived experience on the new national suicide prevention strategy in England. This consortium is a partnership with the National Suicide Prevention Alliance, Support After Suicide Partnership and With You.

We are commissioning research in Scotland to more fully understand the experiences of people who have experience of insecure, independent and isolated work, low pay and other issues around employment, and experiences of suicidal distress or self-harm. The final output from this research will be a policy report which will set out recommendations to influence policymakers in government at the local, Scottish and UK level. It is expected that the research project will conclude by the end of September 2023 and the team will publish a report of the findings shortly after.

Samaritans Ireland released brand new research, showing how the stigma of self-harm impacts everyday life. The study, *An Open Secret: Self-Harm and Stigma in Ireland and Northern Ireland*, is the first of its kind in Ireland and highlights that stigma has the power to silence, shame, and push those who struggle with self-harm into secrecy. A total of 769 adults from across the island of Ireland took part in the research.

We heard directly from young people who have engaged with our services and were able to understand, for the first time, their experiences as child callers. We did this by working with YouGov to carry out a nationally representative online survey of over 2,500 young people aged 16-24 years. This was done alongside commissioning and translating a literature review examining the feasibility, acceptability and effectiveness of emotional support services for children.

We delivered a comprehensive review of suicide prevention strategies in London prisons for the Suicide Prevention in London Prisons Steering Group, as well as contributing to additional suicide prevention workstreams using current evidence on the suitability and effectiveness of suicide prevention training. We have also worked with the steering group to explore how to include the lived experience of people in prisons in this research, applying our expertise in qualitative research, lived experience, and research ethics.

What we were not able to achieve

Samaritans was unable to deliver some of the planned activities for 2022/23 due to rising costs, a decrease in income and conflicts with capacity. We have had to prioritise projects throughout the year to assure that we are best meeting the needs of the people who use our services.

- Unfortunately, many core research engagement activities had to be put on pause this year whilst the team was under-resourced.
- Team capacity also meant that we were unable to undertake primary research with women in prison and female Listeners for a research project to inform the development of the Postvention scheme for the female prison.
- We designed a multi-year, multi-method research programme this year to understand the impact of crisis signage in high-risk locations, but were unable to commission the first phase of this research, which will now continue into 2023/24.

Vocal and visible

We continue to raise our voice and campaign on the issues that matter to us, particularly those that directly or indirectly impact people's risk of suicide, such as inequality, deprivation, prejudice and unfair treatment.

What we said we would do

- Communicate in a clear, consistent and compelling way to engage with people who use our services and build trust with volunteers, donors, supporters and partners.
- Research the factors that drive suicide and use it to recommend policy changes needed to save lives.

What we did this year

Samaritans featured prominently in the media throughout the year, with our funding call ahead of the March budget receiving 140 pieces of coverage on the day, while our reaction to the Chancellor's statement secured a further 161 articles over the next two days for a total advertising value equivalent of £1.1 million and a total opportunities-to-see (OTS) figure of 43 million. The Daily Telegraph also ran an exclusive interview with Samaritans' CEO Julie Bentley about the Online Safety Bill and our concerns while we continue to broaden our reach with a self-harm feature piece on the lifestyle website Refinery 29. Further highlights include fundraiser Paul Grundy's disability trike hike up Ben Nevis being featured in the Daily Mirror, volunteer Roxy McCarthy appearing on Steph's Packed Lunch for a feature on festive heroes, a stigma-busting piece about self-harm in the Metro and The Times reporting our call to end standardised risk assessments.

We called out the Daily Mail on Twitter for some irresponsible journalism about the construction industry. Our Twitter thread achieved 1.3 million impressions and was our most-liked tweet ever, hitting 16.5k likes. We will continue to use our social media presence to speak out on the issues that matter to us.

We surveyed the public to better understand Samaritans' brand awareness and the public's understanding of what we do. The results of the most recent survey show that when prompted 86 per cent of people have heard of Samaritans and 76 per cent of people have a great deal of trust in us.

We grew our social media audience by 12.8 per cent and had over 2 million engagements with our content on social media. Our focus on quality over quantity on social media has resulted in our engagement rate growing by 17.2 per cent.

Samaritans spoke out about the cost-of-living crisis, calling for action from the Government to address its impact on mental health. In collaboration with 16 other charities, we wrote to the UK Prime Minister in November 2022 about the disproportionate impact the cost of living is having on people's mental health and the lack of action in response to its effect on the nation's mental health services. We implored the Government to address this emerging national emergency and support those on the lowest incomes, who are most at risk of experiencing mental health problems and are at higher suicide risk during these difficult times. In March 2023, we once again called on the Government to invest more in crucial suicide prevention and mental health support as our helpline was receiving record numbers of first-time callers worried about finances or unemployment.

Innovation and technology

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

What we said we would do

- Ensure that branches are able to carry out their vital service by supporting them with up-to-date technology.
- Future-proof the branch-wide area networks to ensure that branches can continue taking calls from the 116 123 line beyond 2025.

What we did this year

We continued to improve technology in our branches. This year 99.5 per cent of our branches are using ChromeOS devices and 96 per cent of all Link (call management) activity is now performed on ChromeOS.

In Ireland, we made new upgrades to our telephony system and branches. We installed new phones and extra duty stations in several branches post-pandemic and started the process of expanding into three new satellite branches. We have signed a contract for an upgrade to our current system in Ireland after a detailed design and negotiation phase and have also aligned support with the rest of the organisation. By the end of the year, we hope our branches in Ireland will be fully aligned with the rest of the organisation in governance and management of the phone system. We also introduced call barring in Ireland this year to address a number of misuse issues occurring with our helpline. This is to make sure volunteers are not exposed to abuse and that our lines are open for those who genuinely need to get in touch about anything that's troubling them.

We now have 766 volunteers across three virtual hubs for Email, Quality and Caller Support and Safeguarding. These hubs are equipped with softphone technology and Chromebooks to allow them to deliver their service out of branch.

We launched a pilot for future-proofing our branch-wide area networks that is currently underway at 11 branches. We have received positive feedback around call quality and ease of deployment. Up till the end of February, nearly 150,000 calls had been made using VOIP internet connection call services.

Environmental responsibility

We are building a sustainable approach as we embrace hybrid working and volunteering, and develop a better understanding of our energy footprint.

What we said we would do

- Adhere to Environmental legal reporting responsibilities conforming to ESOS (Energy Saving Opportunities Scheme) and SECR (Streamlined Energy & Carbon Reporting).
- Assess and report our energy consumption from combustible fuels, heat, renewable energy, electricity, and transport fuel.
- Increase awareness of energy consumption, GHG (Green House Gas) emissions and encourage action to reduce our carbon footprint.
- Review and renew our Environmental Policy to enhance our environmental sustainability measures.

What we did this year

As part of our commitment to sustainability we procured a new Green Energy contract, which incorporates 100 per cent renewable energy from wind and hydro assets for our supply of electricity across the central charity branch and property estate, covering around 60 individual premises.

We appointed a CIBSE (Chartered Institution of Building Services Engineers) ESOS Lead Assessor who has prepared the SECR report found later in this document which captures all energy consuming assets and activities in the UK for 2022/23.

Our assessor will carry out an energy audit for ESOS Phase 3 to calculate the energy consumed by Samaritans in the 12-month reporting and prepare the report for submission to the Environment Agency in December 2023.

Financial review

Overview

This was the first year of our new strategy: *Tackling suicide together*. While we made progress during the year with laying the foundations for the new strategy alongside delivery of our core service, it was also necessary to respond to the emerging cost of living crisis which has significantly impacted our income generation. In light of these financial pressures the decision was taken to temporarily delay further investment in the new strategy beyond those projects already underway.

We continue to monitor our fundraising income closely with the intention to resume investment in new strategic projects as soon as external factors and resources allow.

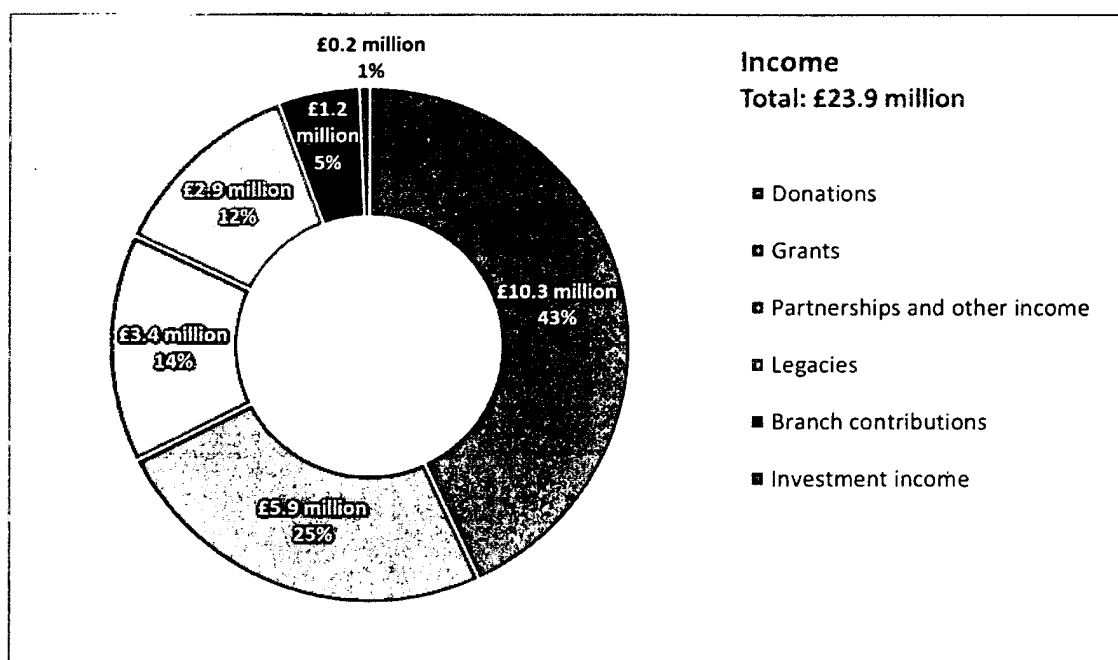
The financial statements of the consolidated charity group for the year ended 31 March 2023 show a net decrease in funds of **£4.1 million**.

The financial statements do not include the value of time donated by volunteers in delivering Samaritans' service. In 2022, our volunteers spent **almost 1 million hours** answering calls for help, which is estimated at a value of **£15.9 million***. The total value of time given by our volunteers is considerably higher if recruitment, training, branch management, fundraising and outreach work is included.

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

**Applying the median gross hourly rate for full time workers in the UK
Source for earnings data: Office for National Statistics*

Income



Total income for the year was **£23.9 million** (compared with £27.4 million in 2021/22).

There have been a number of external factors which have impacted our ability to raise funds this year. Cost of Living concerns, largely led by inflation reaching a 41-year high in October 2022, meant that when polled, 69 per cent of the public indicated they would need to make spending cuts in 2022, including 17 per cent who indicated they would cut charitable giving. In response to increases in everyday costs, 24 per cent of people reported that their charitable behaviour would need to change¹. Alongside broad reductions in charitable giving across the sector there was a significant public, corporate and statutory response to the war in Ukraine with over £400m being raised in the first year by the public alone². This meant that where donors were still giving money it was often directed to overseas aid.

Across public giving income streams the one area that performed in line with expectations was Individual Donations, which finished slightly ahead of budget. In respect of ongoing activity, donations from individuals remain the largest source of income.

Community and Events income performed significantly below expectations, due in part to the cost of living crisis reducing average sponsorship amounts raised by individuals in both virtual and in-person events throughout the year. Other factors were the significant rise in the cost of digital advertising and the pause in campaign activity during the late Queen's mourning period.

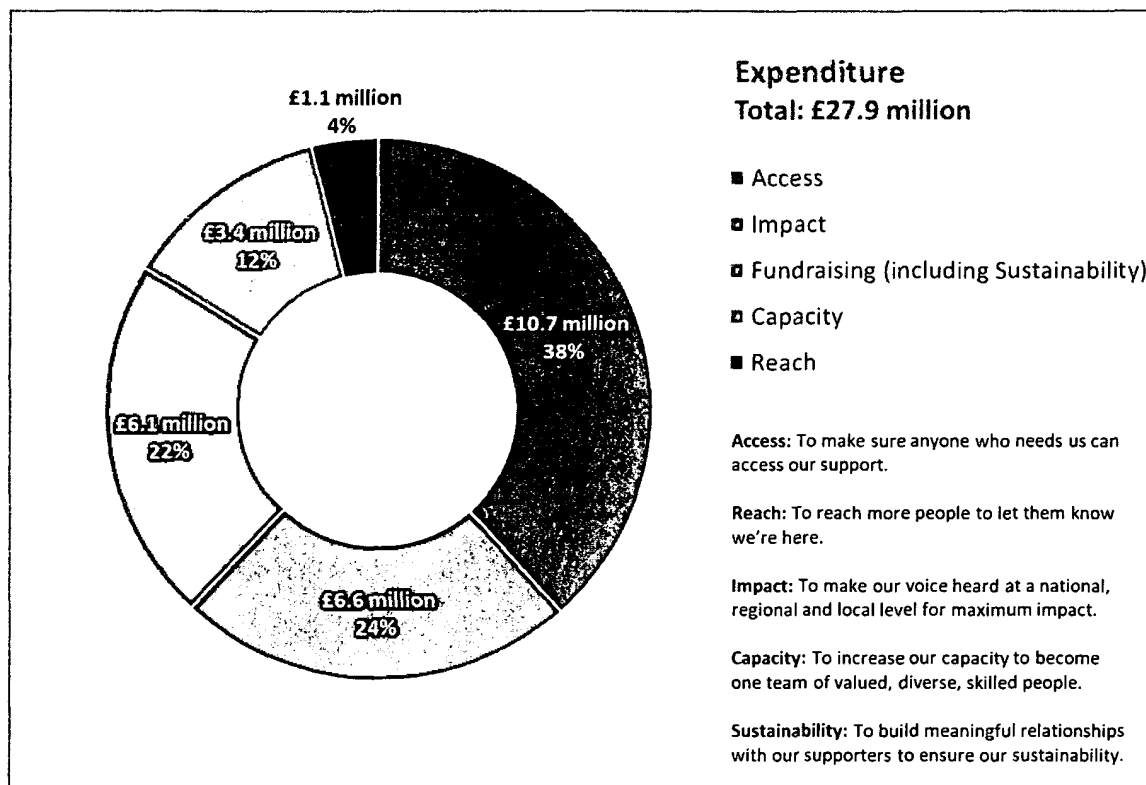
Grant income, which finished £0.3m below prior year, reflects the fact that no new government funding programmes for suicide prevention were opened whilst at least one source of helpline funding came to an end in March 2022. For Legacy income, which finished £0.2m below prior year, this is primarily due to the timing of administration of these legacies, which are assumed to materialise through the 2023/24 financial year.

While it has been a difficult financial landscape, in 2022/23 we have continued to develop an extensive range of fundraising activities including community events, sporting and challenge events, appeals to individual donors and legacy appeals, as well as support from companies, public bodies and trusts. We remain committed to putting supporters at the heart of our fundraising.

We're incredibly grateful to each and every donor for their support. A list of our major supporters can be found on page 93.

We recognise the importance and value of our long-term funder relationships. This year we continued to receive support from loyal supporters including Nominet, Pears Foundation, Phoenix Group, The Lord Mayors Appeal and Three. In addition to the fundraising activities mentioned above, our other major funding streams included our partnership with Network Rail for the delivery of a suicide prevention programme, grant funding from HMPPS to support the prison Listener scheme, and funding raised through Samaritans Training and Engagement Programmes (STEP).

Expenditure



Total consolidated expenditure, including the value of donated advertising, increased slightly from £27.7 million in 2021/22 to **£27.9 million**.

This position reflects a number of offsetting items, including from inflationary increases across the organisation and the ongoing costs now coming through following completion of the final phases of *There for Everyone*, a programme of transformation and change, at the end of 2021/22. At the same time the organisation paused and re-prioritised expenditure to core activity in response to the shortfall in income, ensuring that service to beneficiaries was maintained, along with key strands of the new strategy.

During 2022/23, fundraising costs were **£6.1 million**, which was unchanged from 2021/22. However when considering the overall fall in income, this reflects the increasing costs of income acquisition.

Total charitable expenditure amounted to **£21.8 million** in 2022/23, marginally higher than the £21.7 million in 2021/22, which is analysed in detail in Note 7 to the Accounts. We're committed to maximising the proportion of expenditure in developing and delivering our service, responding to the increasing demand for our services and reaching more people through the communication channels they wish to use.

During the year we started investment in the new strategy, including developing our training and recruitment processes for volunteers, as well as the next phase in development of our digital channels following completion of *There for Everyone*. With the challenges to income in 2022/23, there was a pause during the second half of the year on any further new investment, with the intention to invest as the financial position improves.

Charitable expenditure during 2022/23 represented 78 per cent of total expenditure (the same as 2021/22).

Reserves policy

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

The target range for free reserves has been set at **between four and twelve months** of general expenditure, which as at 31 March 2023 equates to £7.0 million and £20.9 million respectively.

This year the Board of Trustees agreed a deficit core budget along with additional investments across service development, fundraising and core infrastructure. We had therefore anticipated that the level of free reserves would reduce during the year.

As at 31 March 2023, the total consolidated funds held by the group amounted to **£25.0 million**. Of these funds, £21.7 million are unrestricted and £3.3 million are restricted. Within unrestricted funds there are six designated funds amounting to £10.8 million:

- £7.4 million representing fixed assets including all the SCC branch properties;
- a £0.03 million property maintenance fund to maintain SCC branch properties;
- £0.04 million to complete the *There for Everyone* programme;
- a £1.3 million Service Expansion fund to widen the reach for beneficiaries;
- a £1.8 million Strategy Development fund to deliver the new strategy from 2022/23 across the whole organisation including affiliate and central branches; and
- a £0.2m fund to progress several key workstreams in Ireland over the next year.

The remaining unrestricted funds are classed as free reserves. As at 31 March 2023 free reserves stood at **£11.0 million** (£11.7 million in 2022), equating to **6.3 months** of general expenditure (6.4 months in 2022), which falls within the target range.

In light of the challenging fundraising environment, elevated inflation and the major investment planned for the new strategy period, the Trustees have agreed to continue with the widened target range for free reserves of between four and twelve months of general expenditure.

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

Investment policy

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

J Hambro & Partners are the appointed investment managers, and as at 31 March 2023 the value of the portfolio managed was £1.9 million (£2.0 million in 2022), reflecting a net loss on investments of £0.1 million (no net gain/loss in 2021/22).

Additionally, £0.1 million is held within the Charities Official Investment Fund (£3.0 million in 2022).

Samaritans endeavours to invest in a way that reflects our values and does not run counter to our charitable aims. The portfolio managed by J Hambro & Partners applies negative screening to avoid direct investment in companies where more than 5 per cent of the most recent year's reported or estimated revenue is derived from activity that we consider to be inconsistent with our values or charitable aims. The Charities Official Investment Fund is a long-term, sustainable investment solution which incorporates environmental, social and governance (ESG) considerations into the investment strategy. We review our approach to ethical investment on a regular basis.

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

Subsidiaries

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

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

Going concern

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

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

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

Risks and uncertainties

How we manage risk

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

Our risk identification and risk management process are established; however, a review was undertaken in light of the launch of the new strategy. A significant review of the Organisational Risk Register took place with the aim of providing a broader assessment of current and emerging risks. The compilation of a more detailed risk review coincided with the start of the new strategy and our organisational emphasis on enhancing our risk and compliance framework.

With the 2023/24 business year underway, we have implemented a new and improved risk framework which aims to take a deeper dive into our risk register and further embed risk management in the organisation.

A new Risk Management Policy has been established which outlines the approach towards risk management across Samaritans and defines the roles and responsibilities of the Board, Audit & Risk Committee, Executive Leadership Team, Senior Leadership Group and wider teams. Further work is ongoing around the embedding and cultural change of the policy.

The risk appetite matrix was developed in 2021/22 as part of our approach to the new Strategy. It was designed to enable the Board to express its high-level risk tolerance, to inform strategic choices and direction.

Our aim this year is to develop risk appetite further, to provide risk owners with a process to connect and translate risk appetite into their individual risks and our planned activities.

Samaritans understands the strong connection between risk management and risk assurance activities. A review will take place to help align the assurance activities to the strategic priorities set out in the business plan.

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

Category	Risk description	Managing actions
Reputation / Strategy	Inability to resource core listening services due to insufficient numbers of active listening volunteers.	<ol style="list-style-type: none"> 1. Service Expansion evaluation to determine most effective return for expansion volunteer capacity and service delivery metrics. 2. Pilot approaches to reallocating volunteer capacity to times of greatest need.
Financial	Inability to grow income amid uncertain economic climate and unable to fund core activities.	<ol style="list-style-type: none"> 1. Focus on maximising returns with recent opportunities eg, London Marathon. 2. Tight expenditure control and financial scenario plans to be reviewed by Finance Committee.
Strategy	Staff stretch	<ol style="list-style-type: none"> 1. Capacity building. 2. Realising the benefit of having a fit for purpose structure. 3. Prioritisation of existing workload.
Strategy	Safety and Quality monitoring in Republic of Ireland differ from standards in UK.	<ol style="list-style-type: none"> 1. 'Listening in' required in Republic of Ireland – options being explored. 2. Call barring and Misuse of Service intervention options being explored. 3. Complaints handling being standardised.
Financial/Reputation	Lack of capacity and effective branch leadership resulting in the inability to deliver the service strategically.	<ol style="list-style-type: none"> 1. The BD review report is expected in Q4, 2023. 2. The project will include all leadership roles that sit under the Branch Director role.

1. Inability to resource core listening services due to insufficient numbers of active listening volunteers.

This forms part of our top five risks and a Service Expansion evaluation took place this year to determine the most effective return for expansion volunteer capacity and service delivery metrics.

We envisage that this risk will reduce overtime as all Service Expansion projects are now operational and continue to grow their volunteer numbers and work towards a state of long-term viability.

In addition to supporting the new locations, the main focus has been on evaluating the different models to identify the best approach to future expansion. We are also piloting innovations to assist in relocating volunteer capacity to times of greatest need. A subsequent phase of expansion is likely to follow in 2024/25 which should help to further mitigate any potential decline in volunteer numbers across the existing network.

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

The cost-of-living crisis has affected Samaritans in many ways. It not only impacts our callers, staff and volunteers, but it also has a significant impact on Samaritans financially. Inability to grow income amid the uncertain economic climate is a new risk to Samaritans and now forms as one of our top five risks. Expenditure control remains a key priority, having undertaken a significant savings and cost control process. Our focus on Rising Costs had previously formed part of this risk, however there was a need to separate this given the effective work undertaken around savings and cost control. Work is ongoing around our campaign activities, review of products portfolio, business development and much more. If successful, we anticipate this risk to reduce later in the year as a result.

3. Staff stretch

The cost of living crisis and the cost savings work undertaken has had an impact on staff stretch and wellbeing. Workplans have been reviewed to reassess finance and capacity.

The focus has been on prioritising existing workload and looking at activities that we need to pause/delay to provide a more realistic workplan for the remainder of the year and as a platform for 2023/24 planning. Support mechanisms continue to be in place for everyone.

4. Safety and quality monitoring in ROI differ in standards to UK.

Listening in has been effective to both support improvement in quality and as a mechanism for detecting serious safeguarding situations, however, there has been a need to ensure these standards are also in place in Ireland.

Work is underway to review and develop the Ireland safeguarding policy, roles and responsibilities of mandated persons and designate liaison officers, safeguarding training and much more. Samaritans is also exploring how it can enable the Ireland listening service to mirror that of Samaritans UK, including the technology and process change for 'listening in' and call barring.

5. Lack of capacity and effective Branch leadership resulting in the inability to deliver the service strategically.

Lack of senior volunteer capacity and therefore effective leadership remains in our top five risks and we are implementing a number of processes and mitigations to ensure that the risk is reduced and we can continue to effectively deliver our strategic plan. A review of the organization design structure changes for both volunteers and staff took place last year and recruitment for key roles were concluded. Staff and volunteers have been recruited into key roles and we anticipate this risk reducing further as they develop into those roles.

Further embedding risk management is a priority for 2023/24 as we continue to clarify our risk appetite and manage emerging risk and opportunity from our new strategy.

Governance report

Our structure

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

Samaritans has more than 200 branches and locations across the UK and Ireland, as well as the Channel Islands and the Isle of Man. During 2022, around 23,000 people volunteered their time for Samaritans and helped ensure our services were always available across our multiple platforms. The Samaritans Central Charity team also carries out research and evaluation to support our influencing work, and service development, which supports our volunteer recruitment and development activity. The Central Charity team also raises income to underpin the whole organisation.

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

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

Branches and service delivery 'hubs'

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

Regions

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

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

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and, as of 31 March 2023, consists of 14 members. Trustees are also the directors of the company, and a majority must be Samaritans volunteers at branches or in another capacity. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

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

The *Council of Samaritans* meets annually. It comprises the 201 Branch Directors, 15 Regional Directors, up to 10 Functional Leads and the co Vice-Chairs. The legal members of Samaritans are similar, namely the Branch Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

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

A review into the activities carried out by Samaritans Ireland was completed in December 2022, and the key responsibilities of the subsidiary were updated. An enhanced oversight function focusses on public policy, research, influencing, partnership working and income

generation in both the Republic of Ireland and Northern Ireland. A review into the role of the Scotland Committee is taking place over 2023/24.

Staff team

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

Appointing our Trustees

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

Board diversity

The Board of Trustees completed a diversity audit in May 2022. The audit has indicated a good reflection of the diversity of the societies we serve which, in part, is a result of greater focus on diversity in trustee recruitment in recent years. We have identified that we are currently under representative of disabled people on our Trustee Board and encourage applications from people in this community in our recruitment materials.

Inducting and training our Trustees

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

Our committees

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

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

Board Review and Governance code

A Board review was carried out during 2022, showing substantial progress in board effectiveness compared with our 2020 board review. It is recognised that board improvement is a constantly evolving process, and a new board development plan has been created following the 2022 review, focusing on the following priorities:

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

In addition to the board review, which is supported by a gap analysis against the Charity Governance Code for England and Wales, our Nominations and Governance Committee has implemented a rolling review process against Charity Governance Code principles. At its

March 2022 meeting, it began with Principle 1 (Organisational Purpose), highlighting no significant gaps when compared with the code requirements and recommendations.

The reference and administrative details on pages 85 to 88 form part of this report.

Payment of key management personnel

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

Incidents and Reporting

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

Serious incident reporting

Samaritans' Serious Incident Reporting Policy provides for serious incident reports for both Central Charity and affiliate branches to be lodged with the relevant regulator(s) by the Central Charity. This allows for additional support for branches in developing reports, better oversight of risk to the charity and its beneficiaries, and for further informed consideration of preventative action. During 2022/23, the Central Charity reported 19 new serious incidents to the relevant nation's charity regulator(s), this is a comparable figure to previous years and a slight reduction on 2021/22. Of these, 15 involved affiliated branches, and three involved Central Charity branches or the Central Charity itself. One report was submitted where the relevant branch was unable to be identified. At the time of writing, the charity regulators have not required further action, other than that already stated in the reports.

Two reports were reported to the Information Commissioner's Office (ICO).

Whistleblowing, bullying and harassment

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

Fundraising Activities Statement

We're thankful to our incredible supporters who have stood by our side, raising £23.9 million even in these challenging times for everyone in the UK and ROI. We see every day and night how the power of human connection saves lives. We know that by giving people a safe space to turn to, we can reduce feelings of distress and despair. We believe that simply being there to listen, can restore hope.

Our incredible supporters share our hope for a better, and safer, world for everyone.

Thanks to the extraordinary generosity of our supporters, major donors, companies, Trusts and public bodies, we have been able to continue to be there 24/7, 365 days a year, for anyone struggling to cope. Our incredible supporters have done things their way; from live-streaming challenges to creatively fundraising with online communities. They've invested in Samaritans' future, pledging special gifts to Samaritans in their Wills. Our donors have scaled mountains, crossed oceans and taken on multiple marathons. Our corporate partners have taken to the streets at major events and donned fancy dress. Our Trust and Statutory supporters have diligently supported us with grants and funds to keep our service running and to support our digital transformation.

We're delighted that this year Samaritans' values will spring into life at the RHS Chelsea Flower Show 2023 at a designated Samaritans' Listening Garden, thanks to generous funding and support from Project Giving Back.

In this, our 70th year of listening, our supporters have run, swam, danced, crafted, created and innovated to fundraise in new and unique ways. Through daring to dream, our fundraisers, supporters, major donors and partners have inspired us with their trailblazing fundraising, and helped to ensure that we can continue to be there for anyone struggling to cope, any time of the day or night.

Championing supporters

Understanding our supporters' needs has been at the heart of our fundraising. Over the last year, we've listened to more than 5,700 supporters on our supporter panel and in regular feedback surveys. We regularly engage with supporters to test our products, events, appeals, campaigns and communications to ensure that our fundraising programme is shaped to meet and exceed supporters' expectations. Our supporters' feedback has enabled new, innovative fundraising approaches and products that have allowed us to reach new supporters. We have continued to raise funds in unique and impactful ways, from rebranding our commercial training offer providing wellbeing and suicide prevention training for thousands of people at hundreds of organisations up and down the country to reaching 18,000 passionate supporters through new events such as Facebook virtual yoga, walks and sit-up challenges and Dawn Walk.

Following best practice

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

Our Fundraising Promise sets out our aim to be open, fair and honest in the way we engage supporters. During 2022/23, we received 24 fundraising complaints. All complaints were resolved by our in-house Supporter Care team none were escalated to the Fundraising Regulator. Complaint feedback is regularly shared across the fundraising team. We value the feedback and continue to review and learn from every complaint.

Working with agencies

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

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

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

Protecting vulnerable donors

We take our responsibility to our vulnerable donors very seriously. In 2019, we carried out a review of our policy for working with vulnerable donors, and members of the public who could reasonably be defined as 'vulnerable'. The policy is available for all our fundraisers via our intranet. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, and our policy helps reinforce the importance of this in all our fundraising.

We are extremely dedicated to protecting potentially vulnerable donors. For example, we exclude people who visit our Help and Support pages on our website from online targeting, and go to great lengths to exclude potentially vulnerable donors from targeted fundraising online.

Managing communications

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

A heartfelt thank you to our incredible supporters

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

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

Streamlined Energy and Carbon Reporting

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

Methodology

This SECR report has been prepared in accordance with HM Government Environmental Reporting Guidelines: including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2), PB 13944, predominately Chapter 2; "Guidance on Streamlined Energy and Carbon Reporting".

The approach used to identify, collate and calculate the figures acknowledges best known practice, using information and data from the organisation and the latest available Government GHG conversion factors.

Primary source data has been used wherever possible. In the absence of that, secondary or inferred data has been used using direct comparison, pro-rata extrapolation, benchmarking and in some cases by modelling. As this is the first financial year that Samaritans has qualified for SECR, there are no figures from previous years.

Intensity ratio

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

Scope	Energy use (kWh)	2022/23
		23
1	Natural gas (sites)	767,256
1	Fuel (company vans)	3,769
2	Electricity (sites)	410,806
3	Fuel (employee/volunteer miles)	286,636
1,2,3	Total kWh	1,468,467

Scope	Carbon dioxide equivalent emissions (tCO ₂ e)	
1	Natural gas (sites)	140.2
1	Fuel (company vans)	0.9
2	Electricity (sites)	81.4
3	Fuel (employee/volunteer miles)	70.4
1, 2, 3	Total tCO₂e	292.9

Intensity Ratio

tCO2e/net internal floor area m2

0.035

Scope	Other carbon dioxide equivalent emissions (tCO2e)	
3	Well to Tank Fuels (natural gas, diesel and petrol)	42.4
3	Well to Tank UK electricity generation (sites)	18.9
3	Transmission and Distribution (UK electric grid: sites)	7.3
3	Well to Tank Transmission and Distribution (UK electric grid: sites)	1.7
3	Total other emissions tCO2e	140.7

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

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

Energy efficiency actions

We are taking actions to reduce our carbon emissions and during 2022-23 our property strategy supported energy savings in the following ways:

- We have a program to roll out Smart Meters across the property portfolio to enable branches to monitor their usage and to aid in the reduction of energy consumption. In the reporting year, six gas meters and 11 electric meters were upgraded to smart meters, giving a total of 52 electric smart meters and 37 gas smart meters in place by 31 March 2023. We will roll out a further two electric meters and 7 gas meters.
- New energy-efficient boilers were installed at our Central Office in Ewell which will offer a reduction in energy usage.
- Where appropriate, our strategy involves moving to more energy efficient properties and during the year three properties were sold (in Dumfries, Aberystwyth and Chelmsford). These branches moved into more efficient offices.

Renewable energy

We have procured a Green Energy contract which incorporates 100 per cent renewable energy from wind and hydro assets for our supply of electricity across the central charity branch and property estate, covering around 60 individual premises.

Statement of Trustees' responsibilities

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

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

In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

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

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

Approved by the board of Trustees on 27 July 2023 and signed on its behalf by Annie Kent, Treasurer:



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

Opinion

We have audited the financial statements of Samaritans ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the directors' responsibilities statement set out on page 54, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's

trustees. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London, UK

Date: 10 August 2023

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2023

	Note	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	Total funds 2023 £'000	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	Total funds 2022 £'000
Income from:							
Donations and legacies	2	12,893	342	13,235	14,554	592	15,146
Charitable activities							
Grants from public bodies and others	2	2,099	3,763	5,862	2,082	4,066	6,148
Other trading activities							
Partnership and other income	3	4,657	-	4,657	5,254	472	5,726
Investment income	4	153	-	153	17	-	17
Gains on disposal of fixed assets		15	-	15	-	-	-
Total income before net assets received from Samaritans branch charities		19,817	4,105	23,922	21,907	5,130	27,037
Net assets received from Samaritans branch charities					407	-	407
Total income		19,817	4,105	23,922	22,314	5,130	27,444
Expenditure on:							
Raising funds	7	6,101	-	6,101	6,068	6	6,074
Charitable activities	7	17,503	4,340	21,843	17,563	4,118	21,681
Total expenditure		23,604	4,340	27,944	23,631	4,124	27,755
Net (losses)/gains on investments	11	(62)	-	(62)	10	-	10
Net (expenditure) / income		(3,849)	(235)	(4,084)	(1,307)	1,006	(301)
Transfers between funds					-	-	-
Net movement in funds		(3,849)	(235)	(4,084)	(1,307)	1,006	(301)
Reconciliation of funds							
Total funds brought forward		25,619	3,513	29,132	26,926	2,507	29,433
Total funds carried forward	17	21,770	3,278	25,048	25,619	3,513	29,132

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2023

		Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	Note	2023	2023	2023	2022	2022	2022
		£'000	£'000	£'000	£'000	£'000	£'000
Income from:							
Donations and legacies	2	13,054	342	13,396	15,546	592	16,138
<i>Charitable activities</i>							
Grants from public bodies and others	2	2,058	2,698	4,756	2,082	3,437	5,519
<i>Other trading activities</i>							
Partnership and other income	3	3,834	-	3,834	3,240	93	3,333
Investment income	4	153	-	153	17	-	17
Gains on disposal of fixed assets		15	-	15	-	-	-
Total income before net assets received		19,114	3,040	22,154	20,885	4,122	25,007
Net assets received from Samaritans branch charities		-	-	-	407	-	407
Total income		19,114	3,040	22,154	21,292	4,122	25,414
Expenditure on:							
Raising funds	7	6,001	-	6,001	6,047	6	6,053
Charitable activities	7	16,614	3,589	20,203	16,582	3,068	19,650
Total expenditure		22,615	3,589	26,204	22,629	3,074	25,703
Net (losses)/gains on investments	11	(62)	-	(62)	10	-	10
Net (expenditure) / income		(3,563)	(549)	(4,112)	(1,327)	1,048	(279)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(3,563)	(549)	(4,112)	(1,327)	1,048	(279)
Reconciliation of funds							
Total funds brought forward		24,775	3,003	27,778	26,102	1,955	28,057
Total funds carried forward	17	21,212	2,454	23,666	24,775	3,003	27,778

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 64 to 83 form part of these accounts.

Consolidated and Charity Balance Sheet

As at 31 March 2023

Company Registration No. 757372

	Note	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Fixed assets					
Tangible assets	9	7,068	7,777	7,067	7,776
Intangible assets	10	379	604	379	604
Investments	11	2,058	4,972	2,058	4,972
Total fixed assets		9,505	13,353	9,504	13,352
Current assets					
Stock		54	143	23	112
Debtors	12	3,189	3,718	3,907	4,726
Cash at bank and in hand		15,761	16,314	13,309	13,600
Total current assets		19,004	20,175	17,239	18,438
Current liabilities					
Creditors: amounts falling due within one year	13	2,610	2,547	2,544	2,548
Deferred income	14	668	1,683	350	1,298
		3,278	4,230	2,894	3,846
Net current assets		15,726	15,945	14,345	14,592
Creditors: amounts falling due after more than one year		(183)	(166)	(183)	(166)
Total net assets		25,048	29,132	23,666	27,778
Funds	17				
Restricted income funds		3,278	3,513	2,454	3,003
Unrestricted income funds					
General unrestricted funds		10,966	11,713	10,656	11,407
Designated funds		10,804	13,906	10,556	13,368
		21,770	25,619	21,212	24,775
Total funds		25,048	29,132	23,666	27,778

Approved and authorised for issue by the Board of Trustees on 27 July 2023 and signed on its behalf by Annie Kent, Honorary Treasurer:



The Notes on pages 64 to 83 form part of these accounts.

Cashflow statement

For the year ended 31 March 2023

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Reconciliation of net income to net cash flow from operating activities				
Net expenditure for the reporting period (as per the statement of financial activities)	(4,084)	(301)	(4,112)	(279)
Adjustments for:				
Depreciation and amortisation charges	450	531	449	530
(Profit) on sale of fixed assets	(15)	-	(15)	-
Losses/(Gains) on investments	62	(10)	62	(10)
Dividends and interest from investments	(57)	(17)	(57)	(17)
Decrease/(increase) in stock	90	(95)	88	(78)
Decrease/(increase) in debtors	529	(694)	820	(672)
(Decrease)/increase in creditors	(936)	(1,713)	(934)	(1,030)
Net cash outflow from operating activities	(3,961)	(2,299)	(3,699)	(1,556)
Statement of cash flows				
Cash flows from operating activities:				
Net cash provided by operating activities	(3,961)	(2,299)	(3,699)	(1,556)
Cash flows from investing activities:				
Dividends, interest and rents from investments	57	17	57	17
Purchase of property, plant, and equipment	-	(74)	-	(73)
Proceeds from sale of property, plant, and equipment	499	-	499	-
Proceeds from investment disposals	3,540	428	3,540	428
Purchase of investments	(688)	(932)	(688)	(932)
Net cash provided by / (used in) investing activities	3,408	(561)	3,408	(560)
Change in cash and cash equivalents in the reporting period	(553)	(2,860)	(291)	(2,116)
Cash and cash equivalents at the beginning of the reporting period	16,314	19,174	13,600	15,716
Cash and cash equivalents at the end of the reporting period	15,761	16,314	13,309	13,600
Analysis of cash and cash equivalents				
Cash at bank and in hand	15,761	16,314	13,309	13,600
Total cash and cash equivalents	15,761	16,314	13,309	13,600

Notes to the Accounts

1. Accounting policies

a) Basis of preparation

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

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

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

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

b) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 64 to 83. Further details of the subsidiaries' activities are shown in Note 18. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

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

c) Critical accounting judgements and key sources of estimation uncertainty

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

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

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

d) Fund accounting

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

Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 17.

e) Impairment of freehold property assets

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

f) Stock

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

g) Income

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

i) Legacies

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

ii) Donated goods/services

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

iii) Grants and contracts

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

iv) New Branch Contribution (NBC)

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

h) Expenditure

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

i) Grants

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

ii) Fundraising costs

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

iii) Governance costs

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

iv) Support costs

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

v) Depreciation

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

Tangible fixed assets

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

Intangible fixed assets

Website and Software Development	3-5 years
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i) Samaritans' regions

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

j) Operating leases

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

k) Foreign currency

Transactions in foreign currency are converted to Sterling at the rate prevailing on the date of the transaction. Currency balances at the end of the year are converted at the closing exchange rate. Foreign exchange gains

and losses are included in the SOFA for the period in which they are incurred. The results of Samaritans Ireland have been translated at the average rate.

l) Pensions

The company operates a defined contribution group personal pension plan and an auto-enrolment pension scheme. Pension costs for eligible employees are charged to expenditure as they are incurred.

m) Branches

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

n) Taxation

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

o) Financial instruments

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

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

Investments in subsidiary undertakings are held at cost less impairment.

2. Voluntary income

a) Donations and legacies

Donations - Individual Giving
Donations - branches
Donations - Corporate
Gifts in kind
Legacies
Total

All Funds	All Funds
2023	2022
£'000	£'000
6,818	7,783
124	162
2,970	3,721
385	366
2,938	3,114
13,235	15,146

b) Donated Services

A valuation has been undertaken of advertising, legal and training services donated to the charity during the year. This valuation of £385,000 (2022: £366,000) has been included within income under 'gifts in kind' as above and within expenditure.

c) Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2023, the charity had been notified of a further 97 legacies (2022: 64) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £3,818,767 (2022: £2,309,000).

d) Grants

	All funds	
	2023	All funds 2022
	£'000	£'000
Ministry of Justice: HMPPS	712	620
Health Service Executive: Freecall Ireland	514	518
Scottish Government – Highland Programme	416	81
Pears Foundation	400	655
Armed Forces Covenant Fund	300	-
Welsh Government/LLywodraeth Cymru	120	120
NHS England: Bereavement support service (SASP)	98	-
Department of Health and Social Care: VCSE Health & Wellbeing Alliance	97	97
Department of Health and Social Care: Suicide Prevention (NSPA)	90	80
Covid and Council Grants	84	385
Scottish Government – Helpline	57	57
Irish Prison Service	54	42
Scottish Prison Service	49	-
SSAFA Partnership – Military	37	111
Northern Ireland Prison Service	18	18
Department of Health (Northern Ireland)	12	3
Department of Health and Social Care: Samaritans Helpline call costs	-	510
Department of Health and Social Care: Suicide Prevention (SASP)	-	40
Department of Health and Social Care (NSPA)	-	120
Department of Health and Social Care: Suicide Prevention (Samaritans)	-	394
	3,058	3,851
Other grants*	2,804	2,297
Total grants	5,862	6,148

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

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received from the central charity, including the core technology platform. The New Branch Contribution amounted to £1,208,000 in 2022/23 (2021/22: £865,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2023 £'000	All funds 2022 £'000
Cash or cash equivalents	96	1
Listed investments	57	16
Total investment income	153	17

5. Charitable expenditure

Further information on charitable expenditure has been provided below where required by the funder. The funding received has been shown in Note 2d above.

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. Expenditure during 2022/23 was £804,000 (2021/22: £497,000).

Scottish Government Helpline Funding

The Scottish Government grant was a contribution to Samaritans Helpline Service and the development of the online chat service. Expenditure during the year totalled £57,000 (2021/22: £8,000).

Welsh Government

The Welsh Government funding is a contribution towards our work in Wales, including outreach to at-risk communities and resource development. Expenditure in the year totalled £120,000 (2021/22: £120,000).

Armed Forces Covenant Fund – Veterans Funding

This grant funds a helpline service pathway for military veterans. Expenditure during the year totalled £300,000.

Department of Health and Social Care (DHSC) funded projects

VCSE Health & Wellbeing Alliance

To provide core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations. Expenditure during 2022/23 was £92,159 (2021/22: £97,000).

National Suicide Prevention Alliance - NSPA

NSPA is an alliance of organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The DHSC is a member of the NSPA and contributed £90,000 (2021/22: £61,000) during the year towards delivering the alliance's work-plan of national priorities. Expenditure during the year towards the project totalled £90,000 (2021/22: £120,000).

Samaritans helpline costs

Samaritans no longer receives funding from DHSC as a contribution towards the overall cost of running the Samaritans helpline. The expenditure covered by this funding in 2021/22 was £510,000.

6. Net expenditure for the year

This is stated after charging:

	All funds 2023 £'000	All funds 2022 £'000
External auditor – audit fees	39	35
External auditor – tax advisory and other financial services	9	8
	48	43
Depreciation of tangible fixed assets	225	235
Amortisation of intangible fixed assets	225	295
Operating lease rentals	461	355

The Directors of the charitable company are the trustees under charity law and receive no remuneration (2022: none). It is the policy of the charity to reimburse all volunteer expenses in full. During the year seven Trustees (2022: one) received reimbursement for attending meetings and other incidentals amounting to £5,148 (2022: £716).

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

7. Breakdown of costs by activity

Current year

	Direct costs 2023 £'000	Support costs 2023 £'000	All costs 2023 £'000
Expenditure on:			
Raising funds			
General fundraising	4,960	1,141	6,101
Charitable activities			
Access	9,034	1,688	10,722
Reach	1,097	3	1,100
Impact	5,625	964	6,589
Capacity	2,833	599	3,432
Total expenditure	23,549	4,395	27,944

We have five strategic areas in our new strategy. Expenditure on the four strategic areas relating to charitable activities have been split out above. The fifth strategic area of sustainability has been grouped within general fundraising. These headings therefore differ from the headings used in 2022.

	Unrestricted funds 2023 £'000	Restricted funds 2023 £'000	All funds 2023 £'000
Expenditure on:			
Raising funds	6,101	-	6,101
Charitable activities	17,503	4,340	21,843
Total expenditure	23,604	4,340	27,944

Analysis of support costs by activity:

	Fundraising 2023 £'000	Access 2023 £'000	Reach 2023 £'000	Impact 2023 £'000	Capacity 2023 £'000	Total 2023 £'000
Finance and other corporate services	82	121	-	69	43	315
IS	478	708	1	404	252	1,843
HR	193	286	1	163	102	745
Facilities	236	349	1	199	124	909
Governance	151	224	1	128	79	583
Support costs	1,140	1,688	4	963	600	4,395

Prior year

	Direct costs 2022 £'000	Support costs 2022 £'000	All costs 2022 £'000
Expenditure on:			
Raising funds			
General fundraising	4,777	1,297	6,074

Charitable activities

Service	7,682	1,990	9,672
Access	6,011	537	6,548
Influence	3,856	887	4,743
Evidence	564	154	718
Total expenditure	22,890	4,865	27,755

	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	All funds 2022 £'000
Expenditure on:			
Raising funds			
General fundraising	6,068	6	6,074
Charitable activities			
Service	17,563	4,118	21,681
Total expenditure	23,631	4,124	27,755

Analysis of support costs by activity:

	Fundraising 2022 £'000	Service 2022 £'000	Access 2022 £'000	Influence 2022 £'000	Evidence 2022 £'000	Total 2022 £'000
Finance and other corporate services	148	227	61	101	17	554
IS	538	826	223	368	64	2,019
HR	191	292	79	131	23	716
Facilities	244	375	101	167	29	916
Governance	176	270	73	120	21	660
Support costs	1,297	1,990	537	887	154	4,865

8. Staff costs

	All funds 2023	All funds 2022
	£'000	£'000
Staff costs		
Wages and salaries	12,557	10,915
Social security costs	1,375	1,207
Other pension costs	593	562
Agency staff	167	450
Total staff costs	14,692	13,134

	2023	2022
Staff paid over £60,000*		
£170,001-£180,000	1	-
£140,000- £150,000	1	1
£110,000-£120,000	1	2
£100,001-£110,000	-	1
£90,001-£100,000	1	1
£80,001-£90,000	2	1
£70,001-£80,000	5	6
£60,001-£70,000	14	15
Total	25	27

* Comprising all forms of consideration paid in exchange for the service rendered by employees including remuneration, salary, benefits, employer's pension contributions and any termination payments made.

The Chief Executive Officer was paid a total of £146,000 (2022: £142,000).

The total amount of employee benefits received by key management personnel for their services during the year was £1,076,000 (2022: £963,000).

Termination payments totalling £114,000 (2022: £19,000) were paid during the year, relating to employees leaving the charity.

Pension costs

The pension contributions for the 25 employees (2022: 27) earning more than £60,000 in the year amounted to £96,000 (2022: £109,000).

Employee numbers

The average full-time equivalent (FTE) number of employees during the year was 301 (2022: 277).

As at 31 March 2023 the number of FTE staff was 308 (295 at 31 March 2022).

The average number of employees in post during the year was 328 (2022: 301).

At 31 March 2023 the number of employees in post was 335 (323 at 31 March 2022).

9. Tangible fixed assets

Group	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2022	9,301	685	489	616	42	11,133
Reclassification	-	-	-	-	-	-
Additions	-	-	-	-	-	-
Disposals	(533)	-	-	-	-	(533)
Exchange rate movements	-	-	-	7	-	7
At 31 March 2023	8,768	685	489	623	42	10,607

Depreciation						
At 1 April 2022	2,294	70	486	488	18	3,356
Reclassification	-	-	-	-	-	-
Charge for the year	157	14	2	45	7	225
Disposals	(49)	-	-	-	-	(49)
Exchange rate movements	-	-	-	7	-	7
At 31 March 2023	2,402	84	488	540	25	3,539

Net book value						
At 31 March 2023	6,366	601	1	83	17	7,068
At 31 March 2022	7,007	615	3	128	24	7,777

Charity	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Office equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2022	9,301	686	489	459	41	10,976
Reclassification	-	-	-	-	-	-
Additions	-	-	-	-	-	-
Disposals	(533)	-	-	-	-	(533)
At 31 March 2023	8,768	686	489	459	41	10,443

Depreciation						
At 1 April 2022	2,295	70	486	331	18	3,200
Reclassification	-	-	-	-	-	-
Charge for the year	157	14	2	44	8	225
Disposals	(49)	-	-	-	-	(49)
At 31 March 2023	2,403	84	488	375	26	3,376

Net book value						
At 31 March 2023	6,365	602	1	85	17	7,067
At 31 March 2022	7,006	616	3	127	24	7,776

Depreciation at 31 March 2023 for freehold property includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review in 2012/13.

10. Intangible fixed assets

Group and charity

Cost

At 1 April 2022

Additions

At 31 March 2023

Website and
software
development
£'000

1,329

1,329

Depreciation

At 1 April 2022

Charge for the year

At 31 March 2023

725

225

950

Net book value

At 31 March 2023

At 31 March 2022

379

604

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

11. Fixed asset investments

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Market value at 1 April	4,972	4,458	4,972	4,458
Acquisition at cost	688	932	688	932
Disposal proceeds	(3,540)	(428)	(3,540)	(428)
Net investment gains/losses	(62)	10	(62)	10
Market value at 31 March 2023	2,058	4,972	2,058	4,972
	2023 £'000	2023 %	2022 £'000	2022 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	107	5%	2,969	60%
Portfolio managed by Hambros Investments	120	6%	143	3%
	227	11%	3,112	63%
Listed investments				
Portfolio managed by Hambros Investments	962	47%	1,033	21%
Other listed investments	9	0%	9	0%
	971	47%	1,042	21%
Other investments – managed by Hambros Investments				
Alternative	317	15%	364	7%
Commodities	121	6%	112	2%
Fixed interest	422	21%	342	7%
	860	42%	818	16%
Total investments	2,058	100%	4,972	100%

Investments held by the charity include a £100 investment (2022: £100) in the subsidiary company at cost: see Note 18.

12. Debtors

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Trade debtors	599	1,416	404	618
Gift Aid	821	1,086	821	1,086
Legacies	260	61	260	61
Accrued income	511	629	508	578
VAT, payroll tax, social security and pensions	151	49	151	-
Other debtors	59	54	59	53
Intercompany	-	-	922	1,938
Prepayments	788	423	782	392
Total debtors	3,189	3,718	3,907	4,726

13. Creditors

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Social security and taxes	545	494	545	494
Trade creditors	945	540	934	614
Accrued expenditure	1,113	1,482	1,058	1,409
Other creditors	7	31	7	31
Total creditors	2,610	2,547	2,544	2,548

14. Deferred income

	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
At 1 April	1,683	3,271	1,297	2,314
Income recognised in the year	(1,283)	(2,666)	(1,490)	(1,623)
Income deferred in the year	268	1,078	543	607
At 31 March 2023	668	1,683	350	1,298

Total deferred income includes £236,450 (2022: £305,000) Network Rail deferred income within The Samaritan Enterprises Limited.

15. Financial and other commitments

a) Operating leases

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

	Group 2023	Group 2023	Group 2022	Group 2022	Charity 2023	Charity 2023	Charity 2022	Charity 2022
	Land and buildings	Other	Land and buildings	Other	Land and buildings	Other	Land and buildings	Other
Operating lease commitments	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Within one year	296	4	333	10	249	4	287	10
Between two and five years	414	4	247	20	244	4	247	20
Over five years	45	-	87	-	45	-	87	-
Total	755	8	667	30	538	8	621	30

16. Financial instruments

At the balance sheet date, the group held financial assets at amortised cost of £18,155,000 (2022: £19,609,000), financial assets at fair value through income or expenditure of £2,058,000 (2022: £4,972,000) and financial liabilities at amortised cost of £2,610,000 (2022: £2,053,000).

17. Reconciliation of reserves

Current year

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2023 £'000
Unrestricted					
General fund	11,713	19,817	(20,939)	375	10,966
Designated fund – tangible and intangible fixed assets	8,381	-	(449)	(484)	7,448
Designated fund – property maintenance fund	282	-	(254)	-	28
Designated fund – There for Everyone	214	-	(171)	-	43
Designated fund – Service Expansion	1,250	-	-	36	1,286
Designated fund – Strategy Development & Delivery	3,243	-	(1,491)	-	1,752
Designated fund – Ireland	536	-	(362)	73	247
Total unrestricted funds	25,619	19,817	(23,666)	-	21,770
Restricted					
Branch support	404	189	(93)	-	500
City Hub	167	1	-	-	168
Email service development	277	-	(166)	-	111
Helpline call costs	-	65	(57)	-	8
Helpline Freecall	432	535	(495)	-	472
Highland Programme	49	416	(147)	-	318
Mental Health in the Rail Industry	50	34	(59)	-	25
Military – SSAFA partnership	92	37	(129)	-	-
National Suicide Prevention	175	216	(236)	-	155
National Training School	108	370	(232)	-	246
Northern Ireland	-	36	(23)	-	13
Online Excellence Programme	752	229	(492)	-	489
Prisoner Support & Improving Safer Custody	190	868	(946)	-	112
Reduce Gambling Harm	327	-	(243)	-	84
Regional grants	55	183	-	-	238
Suicide & Self-harm in Wales	46	99	(120)	-	25
Support After Suicide	120	156	(140)	-	136
There for Everyone	74	-	(74)	-	-
VSCE Health & Wellbeing Alliance	-	97	(92)	-	5
Veterans Listening Service	-	300	(300)	-	-
Wellbeing & Resilience Hub: Construction	100	33	(137)	-	(4)
Other*	95	241	(159)	-	177
Total restricted funds	3,513	4,105	(4,340)	-	3,278
Total funds	29,132	23,922	(28,006)	-	25,048

Represented by:

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Tangible and intangible fixed assets	-	7,447	-	7,447	8,381
Investments	2,058	-	-	2,058	4,972
Net current assets	9,091	3,357	3,278	15,726	15,779
Liabilities due over 1 year	(183)	-	-	(183)	-
Total	10,966	10,804	3,278	25,048	29,132

*Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k.

Prior year

	At 31 March 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2022 £'000
Unrestricted					
General fund	11,793	22,251	(21,795)	(536)	11,713
Designated fund – tangible and intangible fixed assets	8,838	73	(530)	-	8,381
Designated fund – property maintenance fund	669	-	(387)	-	282
Designated fund – Digital	154	-	(154)	-	-
Designated fund – There for Everyone	722	-	(508)	-	214
Designated fund – Service Expansion	1,250	-	-	-	1,250
Designated fund – Strategy Development & Delivery	3,500	-	(257)	-	3,243
Designated fund – Ireland	-	-	-	536	536
Total unrestricted funds	26,926	22,324	(23,631)	-	25,619
Restricted					
Branch support	275	739	(610)	-	404
City Hub	252	-	(85)	-	167
Email service development	-	277	-	-	277
Helpline call costs	-	582	(582)	-	-
Helpline Freecall	436	517	(521)	-	432
Highland Programme	-	81	(32)	-	49
Mental Health in the Rail Industry	-	50	-	-	50
Military – SSAFA partnership	-	111	(19)	-	92
National Suicide Prevention	63	517	(405)	-	175
National Training School	-	108	-	-	108
Online Excellence Programme	625	429	(302)	-	752
Prisoner Support & Improving Safer Custody	7	732	(549)	-	190
Reduce Gambling Harm	300	-	27	-	327
Regional grants	55	-	-	-	55
Suicide & Self-harm in Wales	-	166	(120)	-	46
Suicide Prevention	-	394	(394)	-	-
Support After Suicide	122	117	(119)	-	120
There for Everyone	298	-	(224)	-	74
VSCE Health & Wellbeing Alliance	-	84	(84)	-	-
Wellbeing & Resilience Hub: Construction	-	159	(59)	-	100
Other*	74	67	(46)	-	95
Total restricted funds	2,507	5,130	(4,124)	-	3,513
Total funds	29,433	27,454	(27,755)	-	29,132

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Tangible and intangible fixed assets	-	8,381	-	8,381	8,838
Investments	4,972	-	-	4,972	4,458
Net current assets	6,741	5,525	3,513	15,779	16,137
Total	11,713	13,906	3,513	29,132	29,433

*Other funds include funds with either opening balance, closing balance, income, or expenditure less than £50k.

17a) Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – tangible fixed assets	This fund comprises the Group's tangible fixed assets. These are therefore not readily available for other purposes.
Designated fund – property maintenance fund	This fund has been established utilising cash assets transferred from branches joining the central charity. The fund is used to ensure the ongoing maintenance, safety, and suitability of branch properties for delivering Samaritans' services into the future.
Designated fund – service provision	This fund supports new ways of operating our service, with the aim of widening the reach for beneficiaries, and attracting and training new volunteers. This has been a long-standing risk area for Samaritans: trying to widen and increase the supply of volunteers/service options to match the demand from current and new potential beneficiaries. The options currently being piloted cover virtual hubs, satellite branches, a university hub and the Samaritans Training School.
Designated fund – Strategy Development & Delivery	During 2022 the new strategy was developed and informed by people with lived experience, our volunteers, staff, and supporters. The strategy steers our work for the coming five years, ensuring we continue to be there for those who need us most, reach out to more people to let them know we're here, and make our voice heard to make suicide prevention a priority.
Designated fund – There for Everyone	This fund supports the There for Everyone programme, to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives.
Designated fund – Ireland	This fund was established in 2022 from legacy proceeds to progress several key workstreams in Ireland over for a two year period. This includes the development of income generation, public policy, brand awareness and partnerships following the decision to increase autonomy of the Samaritans Ireland Board in these areas. Other workstreams include development of the Samaritans Ireland website, improved oversight of operational work in Ireland, research into self-harm and support to branches in Ireland.

17b) Restricted funds

Branch support	This fund ensures Samaritans' critical 24/7 services remain available to vulnerable people in the short and longer term nationally and locally, and to meet emergency financial needs of the branches.
City Hub	This fund is to develop and roll out a new innovating volunteering model to offer people who work in the City opportunities to support suicide prevention locally and nationally, including the online chat service.
Email service development	This fund supports the development of Samaritans' email service.
Helpline call costs	This fund contribute to the costs of calls to the Samaritans helpline in the UK.
Helpline Freecall	This fund contributes to the costs of calls to the Samaritans Freecall helpline phone number in Ireland.
Highland Programme	This fund relates to initiation work for Samaritans' targeted promotion of service and new resources to improve mental health and resilience in the West Highlands of Scotland and Skye.
Mental Health in the rail industry	This fund relates to a study into mental health awareness and the railways.

Military – SSAFA partnership	This fund relates to a partnership with SSAFA to work together to gather the insight, research, and evidence to inform and create an ambitious strategy focusing on reducing suicide in veterans.
National Suicide Prevention	NSPA is a cross-sector, England-wide coalition committed to reducing the number of suicides in England and improving support for those bereaved or affected by suicide.
National Training School	This fund supports the future growth of our listening services and the various service expansion pilots already underway. We've established a new central recruitment and training team (known as Samaritans Training School) to help support the training requirements for our service expansion programme.
Online Excellence Programme	This fund is to be used to develop a hub of excellence in suicide prevention and the online environment.
Prisoner Support & Improving Safer Custody	This fund provides Emotional Support to Prisoners in distress or crisis in the UK and Ireland.
Reducing Gambling Harm	Samaritans is working in partnership with GamCare, to develop suicide prevention guidance aimed at gambling companies and training to support their staff working with customers expressing suicidal thoughts.
Regional Grants	This fund contributes to core helpline costs, volunteer training and other costs incurred regionally.
Suicide & Self-harm in Wales	This fund allows Samaritans and NSPA to carry out our work in Wales.
Support After Suicide	SASP is a UK wide network of over 70 members and supporters. It was founded in 2013 to bring together national and local organisations that are involved in delivering suicide bereavement support across the UK and to address the need for formal, multi-agency, proactive suicide bereavement support.
There for Everyone	The There for Everyone programme helps us make a step change in our ability to offer our callers greater choice in how they access our services, raise awareness and reach more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with their modern lives.
VCSE Health & Wellbeing Alliance	This fund provides core funding to the Voluntary, Community and Social Enterprise (VCSE) sector membership of the refreshed Health and Wellbeing (HW) Alliance. Core work: strategic planned and responsive work, which will be identified with policy leads from across the three system partner organisations.
Veterans Listening Service	This funding is for a veteran helpline service which provides trained support to improve the wellbeing and resilience of military veterans, including peer-to-peer support.
Wellbeing & Resilience Hub: Construction	This fund relates to the development of a hub and Wellbeing & Resilience Learning Module for use by workers in the UK construction industry. The aim is to raise awareness, develop skills and inform construction workers of wellbeing, mental health and resilience. Specifically, the project targets individuals who work for smaller businesses and those classed as hard to reach. Lighthouse is working with Samaritans to deliver a marketing campaign to increase participation and long-term engagement.
Other restricted funds	These funds represent smaller individual restricted funds.

18. Samaritans group companies

a) Samaritans

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

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

Samaritans recharged expenditure of £965,000 to its subsidiaries during the year (2022: £862,000) and made payments to its subsidiaries of £nil (2022: £229,000). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2023 this amounted to £629,000 (2022: £1,156,000). At the year-end, £920,000 was due from Samaritans subsidiaries (2022: £1,920,000), and £2,000 was due from Samaritans Ireland (2022: £19,000).

b) The Samaritan Enterprises Limited

Company number: 01451175

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

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

The Samaritan Enterprises Limited’s income amounted to £2,108,000 (2022: £2,573,000), expenditure amounted to £1,479,000 (2022: £1,417,000) and a surplus of £629,000 was generated (2022: surplus of £1,156,000), before transfers and other recognised gains/losses. At 31 March 2023 assets were £1,257,000 (2022: £2,325,000) and liabilities were £1,257,000 (2022: £2,325,000).

A Memorandum of Understanding exists with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year’s accounts include inter-company charges of £965,000 (2022: £862,000).

c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

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

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

Samaritans Ireland’s income amounted to £1,448,000 (2022: £1,047,000), expenditure amounted to £1,420,000 (2022: £1,069,000) resulting in a surplus of £28,000 (2022: deficit of £22,000). This figure includes foreign exchange gains on translation into sterling. At 31 March 2023 assets were £1,423,000 (2022: £1,426,000), liabilities were £42,000 (2022: £74,000) and total funds were £1,381,000 (2022: £1,353,000).

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

19. Affiliated and Central Charity branches

As part of changes to our ways of working across the organisation, since April 2016 all branches have either been through an incorporation process and then affiliated to Samaritans Central Charity or joined Samaritans Central Charity, at which point they are no longer separate legal entities.

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

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

A listing of Samaritans branches is included on pages 89 to 92, and SCC branches are indicated on this list.

Reference and administrative details

Founder The Late Prebendary Dr Chad Varah CH CBE MA

Honorary President Felicity Varah Harding OBE

Company name Samaritans

Registered address and principal office

The Upper Mill, Kingston Road

Ewell, Surrey KT17 2AF

Registered charity 219432

Company number 757372

Scottish charity number SC040604

Website samaritans.org

Board of Trustees

Keith Leslie (Chair, Board of Trustees)

Hester Wain (Co Vice-Chair)

Rory Girvan (Co Vice-Chair)

Laura Bunt

Philip Cliff (Chair, People and Culture Committee)

Dr Ann John (Chair, Policy and Research Committee)

Dr Anushta Sivananthan (Chair, Service & Quality Committee)

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

Ana Laing (Chair, Wales Committee)

Gaia Marcus

Simon Salem (Chair, Audit & Risk Committee) (final term ended on 27 January 2023)

Angela Slaven (term finished on 16 April 2022)

Amanda Millar (Chair, Scotland Committee)

Annie Kent (Honorary Treasurer and Chair of Finance Committee)

Debbie Giwa (Chair of Audit & Risk Committee from 28 January 2023)

Andrew Donnell (from 01 November 2022)

Samaritans senior staff

CEO Julie Bentley (from 02 November 2020)

Executive Director of Corporate Services and Company Secretary Graeme Danton (from 01 April 2019)

Executive Director of External Affairs Paul McDonald (stepped down 31 March 2023)

Executive Director of External Engagement Sonya Trivedy (from 01 April 2023, previously Executive Director of Income)

Executive Director of Operations Lis Skeet (from 12 December 2022)

(Gareth Germer stepped down 09 September 2022)

Acting Executive Director of People and Culture Rachel Calder (from 11 April 2023)

Interim Executive Director of Performance and Insight Sally Jones (stepped down 31 March 2023)

Regional Directors (as of 31 March 2023)

Director of Branch Operations

Director of Branch Operations - Cindy O'Shea (from 03 October 2023)

Director of Branch Operations - Gilli Seymour (from 03 October 2023)

Director of Branch Operations – Jayne Finch (from 03 October 2023)

Director of Branch Operations – Shilpa Shah (from 03 October 2023)

East Gaynor Bell (from 01 March 2023)

(Mark Smith term finished 28 February 2023)

East Midlands Mathew Shepherd

London Sue Christopher (from 01 October 2022)

(Ann McLaughlin term finished 30 September 2022)

North

Elizabeth Dicken (Interim) (from 15 August 2021)

(Mike Whelan stepped down 15 August 2021)

Northern Ireland

Marcella Taylor (from 4 May 2023)

(Alan Heron stepped down 3 May 2023)

North West

Christina Morgan (from 10 February 2022)

(Eileen Brierley stepped down 9 February 2022)

Ireland - Jonathan Neville (from 24 September 2022)

(Rory Fitzgerald stepped down 06 June 2022)

(Aileen Spitere appointed from 07 June 2022 to 23 September 2022)

Scotland

John Knight (from 1 November 2021)

(Catherine Simpson stepped down 31 October 2021)

South Liz Hebden (from 11 April 2022)

(John McNeil stepped down 10 April 2022)

South East Peter Rowland

South West John Huxtable (from 25 September 2022)

(Penny Church stepped down 24 September 2022)

Wales Meryl James

West Midlands Pam Rutter (from 04 April 2022)

(Peter Hammond stepped down 03 April 2022)

Yorkshire and Humberside Michael George

Service Expansion Tracey Fuller

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

Cross Lanes, Guildford, Surrey GU1 1UN

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

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

Samaritans branches

Samaritans has more than 200 branches and hubs across the UK and Ireland, with volunteers providing round the clock support whenever and however people need it. Our dedicated volunteers are our greatest asset, and we couldn't achieve all that we do without their steadfast support.

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

Aberdeen

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
 Kerry
 Kettering & District
 Kilkenny and Carlow
 King's Lynn
 Kingston upon Hull
 Kingston upon Thames
 Kirkcaldy & District*
 Lanarkshire in Hamilton*
 Lancaster & District
 Leatherhead & Mid-Surrey
 Leeds*
 Leek & District
 Leicester, Leicestershire & Rutland
 Lewisham, Greenwich & Southwark
 Limerick & Tipperary
 Lincoln*
 Liverpool & Merseyside
 Lowestoft & Waveney District*
 Luton, South Beds & Harpenden
 Macclesfield & District
 Maidstone & Weald
 Manchester & Salford
 Mansfield*
 Medway, Gravesham & Swale*
 Mid-Cheshire
 Milton Keynes

Newbridge & Kildare
 Newbury
 Newport & Gwent
 Newry
 North Devon & North Cornwall
 North East Wales*
 North Herts & Stevenage
 North London (Enfield, Haringey & Barnet)
 North West Surrey*
 North West Wales
 Northallerton & The Dales*
 Northampton
 Northumbria*
 Norwich
 Nottingham
 Omagh
 Orkney*
 Oxford
 Pembrokeshire
 Pendle, Burnley, Craven & Rossendale
 Perth
 Peterborough & District
 Plymouth, East Cornwall & South West
 Devon
 Portsmouth & East Hampshire
 Powys in Llandrindod Wells
 Preston & District
 Reading

Redbridge*	Swindon & District*
Rochdale, Oldham & District*	Tamworth
Rotherham	Taunton & Somerset
Salisbury & District	Teeside (Middlesbrough)*
Scarborough	Telford
Scunthorpe*	Tunbridge Wells & District
Sheffield	Tyneside*
Shetland	Wakefield & District*
Shrewsbury	Walsall & District*
Sligo	Waltham Forest (Leyton)*
Slough, Windsor & Maidenhead	Warrington, Halton & St Helens*
Solihull*	Waterford & the South-East
South Cheshire	West Cumbria
South Devon	Western Isles
South West Herts	Weston Super Mare & North Somerset
Southampton & District	Wigan
Southend-on-Sea	Winchester & District
Southport & District*	Wolverhampton
Stafford	Worcester
Stockport*	Worthing
Stoke-on-Trent & Newcastle	York
Stratford-upon-Avon & District	Yeovil, Sherborne & District
Sunderland*	
Swansea	

*These branches are part of Samaritans Central Charity as of 31 March 2023

Donors and supporters

Thank you to all our donors and supporters, including those who wish to remain anonymous. We're so grateful for the money, time and support you give to help us work towards our vision that fewer people die by suicide. Your support helps save lives. We're thankful for every penny, from the core funding that allows us to be there for people struggling to cope, to the specific funding of programmes and innovations that help us continually improve our service for those who need us. We couldn't do what we do without you.

We're mindful of the significant contribution that many people and groups give when they support Samaritans through core and unrestricted donations. We value the trust these supporters have in us, and the flexibility this gives Samaritans to put money where it is needed most urgently. We have a number of wonderful supporters giving unrestricted donations which have been critical in supporting us through a tough financial climate. We would specifically like to thank the Pears Foundation once again for their generous support this year, with their largest core grant to Samaritans yet, alongside funding to support a number of struggling branches.

29th May 1961 Charitable Trust

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AIG

Anytime Fitness

Ardonagh Community Trust

ASAP

Atlas Fund

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 World Gold Council
 The Worshipful Company of Innholders