

SAMARITANS

**Samaritans Annual
Report and Accounts
2019/20**

Trustees' Annual Report and Accounts

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Letter from the Chair and CEO

Samaritans are always here to listen, even in the toughest of times. The spread of Coronavirus (COVID-19) is probably the biggest challenge we've ever had to face as a charity. We know we are needed, now more than ever.

At the start of the crisis, we had to take drastic action to keep our volunteers safe in branches, while ensuring callers could still get through to someone. We also had to launch an urgent fundraising appeal, to mitigate for the income lost from cancelled events.

We're very proud of how quickly the charity acted. Together, we managed to keep our helpline services open 24 hours a day – even at the very height of the pandemic, when one in three calls or email contacts were from people worried about the impact of Coronavirus. This response was only possible thanks to the remarkable commitment of our volunteers and dedicated team of staff. It's an inspiring example of what we can achieve, even in challenging times, by working together.

Samaritans sprang into action to support those working to keep our communities going. In partnership with the NHS in England, we launched a new support line for NHS workers within weeks of the start of lockdown. We've extended this support so it's available in Wales and to those working in the vital social care sector too. And we worked in partnership with other leading charities to launch Our Frontline, a support service for health, care, emergency and key workers across Great Britain.

Of course, the Coronavirus pandemic only hit the UK and Ireland at the very end of our reporting year, before which our teams achieved some amazing things. For instance, we tested and readied our online chat service. We already know from the pilot that there will be a huge demand for this service when it launches later in the year, and that it will open Samaritans up to people who find it difficult to pick up the phone to call. We also developed a new self-help app, making it easier for people to look after their own emotional health every day. The app was developed in collaboration with potential users, researchers and clinicians to make sure it's useful, safe and based on evidence.

We've been working hard to future-proof our services. We need more volunteers, so we've introduced a new, faster recruitment system for volunteers, and updated our training so some of it can be completed online. We're also upgrading our technology in branches – making it easier to use and more reliable, so volunteers can spend more time supporting those who need us.

But it's not enough for us to be there where people reach crisis point. We work tirelessly to better understand suicide, and with others we push to create a society where fewer people die by suicide. For instance, this year we published new research into suicide risk among middle-aged men and supported research into the impact of the Coronavirus pandemic on our mental health. And through

our award-winning campaigns, we've encouraged people to seek help when they need it and reach out to support others who may be struggling. This year may have forced us to be physically apart, but keeping in touch and showing that we care has never been more important.

Thank you to everyone who has helped us continue to be here for anyone who needs us in these unprecedented times. From staff and volunteers, to fundraisers, donors and partners, you have all played a role in keeping our vital helpline services running, and allowed us to continue working towards our vision that fewer people die by suicide.

We are so proud of everything we've achieved with your help this year, especially how swiftly we reacted to the Coronavirus pandemic, keeping our helpline open 24/7 during the height of lockdown and launching new support services for those working on the frontline.



Jenni McCartney
Chair



Ruth Sutherland
CEO

Our strategy

Our strategy, *Working together to reduce suicide*, was launched in 2015 and describes our vision for 2021, our priority areas and the ways in which we will work better to achieve even greater impact.

To achieve our vision of fewer people dying by suicide, we have identified four priority areas:

Service: We will improve the quality and consistency of our service

Access: We will improve access to Samaritans' services

Influence: We will have stronger and more effective external influence and connections with partners

Evidence: We will improve collection and application of evidence.

To deliver this, we need to make a 'step change' across three key areas: volunteering, learning and development and how we use digital technology.

To achieve this transformation and successfully deliver our strategy we have launched a programme of work called *There for Everyone*. The programme is evidence-based, developed through consultation with and input from a Volunteer Reference Panel with around 500 members, and is tested and piloted through our branches and regions, and has clearly defined projects.

Underpinning this work are our people, our brand and the income we need to raise to be sustainable.

Our current strategy runs from 2015-21. We are currently planning and gathering the evidence base for our next strategy, which will build on the achievements of the past few years. Given the uncertain period and challenges ahead, we are ensuring that our next strategy is responsive and flexible to our beneficiaries' needs.



Our values

These are Samaritans' shared values, which shape everything we do:

Listening

Exploring feelings alleviates distress and helps people to reach a better understanding of their situation and the options open to them.

Confidentiality

If people feel safe, they are more likely to be open about their feelings.

Non-judgemental

We want people to be able to talk to us without fear of prejudice or rejection.

People making their own decisions wherever possible

We believe that people have the right to find their own solution and that telling people what to do takes responsibility away from them.

Human contact

Giving people time, undivided attention and empathy meets a fundamental emotional need and reduces distress and despair.

About this document

On the following pages, we highlight some of our major achievements during 2019/20.

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.

In particular, Samaritans' core listening and online self-help services are available to the general public free of charge. This report also shows where support is provided in targeted settings and our wider influencing work to reduce incidents of suicide. The work carried out by Samaritans is consistent with charitable purposes as identified in the Charities Act 2011 (The advancement of health or saving of lives).

Specific work carried out in 2019/20 to measure the impact of Samaritans' charitable activities has evidenced both reductions in distress and feelings of suicide of Samaritans' callers and wider impact of our awareness-raising work, for example an increased or reinforced sense of confidence about how to approach persons who might need help and may be at risk of suicide.

Please see our 2019/20 *Impact Report* for more information about our work and how it is making a difference.

Our key achievements

Service

We will improve the quality and consistency of our service by making sure that:

- all Samaritans' callers experience a service which is responsive to their needs;
- Samaritans' training, volunteer management and roles are designed in such a way to ensure that we have the right people, with the right skills, in the right roles;
- quality assurance processes are consistently implemented across all our services and projects.

What we did:

We continued to build a new recruitment journey for volunteers that is quicker, easier and more flexible. Branches in two regions piloted the new journey and provided input and feedback into its development. As part of the new journey, potential volunteers can review comprehensive online information and book an interview online – in person or over the phone or video call. This means they get a chance to book an interview straight away, for a time that suits them, rather than having to wait until an information evening is held at their local branch. Recruitment teams in branches will also have a new online tool to help them manage applicants through our new process. The automation of recruitment administration processes and online processing will save time for our branch recruitment teams. We hope this new, more flexible approach will help us recruit more volunteers so we can continue to meet demand from our callers – both now and in the future.

We introduced new training for those who would like to become listening volunteers. The new training is designed to provide new Samaritans with the essential skills they need to provide emotional support to our callers. It contains more online training, which is helping to make the process of becoming a Samaritans volunteer quicker and more flexible. This should make it easier to fit the training sessions around volunteers' busy lives and for branch training teams to train more new Samaritans.

We also developed training for volunteers for our new online chat service and refreshed and updated our training for Prison Listeners. We created new and improved training for volunteers in a range of different roles, including a new leadership programme for Branch Directors, interview training for those recruiting volunteers and a new training for trainers course. We launched a new training platform to enable us to deliver all our new online training elements, so staff and volunteers can access the training easily wherever they are.

We listened to feedback so we can keep improving our service to callers. We received 426 service quality complaints at our Central Office, compared with 485 in 2018/19. We welcome all feedback – good and bad – and always strive to improve what we do. A new quality outcomes framework was developed which has a focus on continuous improvement, with the aim of ensuring Samaritans' services are safe, effective and a positive experience for both callers and volunteers.

We worked to increase the diversity of our volunteers through our Equality, Diversity and Inclusion pilot project, which is based on Wales. This year, we carried out research to improve our understanding of the communities in and around our pilot branches, the experiences of our volunteers, and the motivations and barriers to volunteering experienced by people from different demographic groups. Through workshops with our branches we learnt more about the challenges faced when recruiting from diverse communities and ways to overcome them. With support from our pilot branches we also developed a new training module for all volunteers and we have started working on a new Equality, Diversity and Inclusion toolkit for branches.

We worked to protect the wellbeing of our staff and volunteers. This year, we ran mental health awareness training for line managers and continued to train leaders on other key topics that affect staff wellbeing. We also introduced a new flexible working policy and continued to offer every staff member three wellbeing days, which can be taken at short notice. We have a network of trained Mental Health First Aiders among our staff team and provide a healthcare cash plan, access to counselling and other services. For those who work with particularly challenging material, we provided psychotherapy supervision sessions.

Volunteers continued to receive wellbeing support through their branch. Every volunteer receives ongoing mentoring from another volunteer and gets a chance to speak to a volunteer shift leader after every shift. This gives them a chance to offload, share their experiences and talk through any concerns. It's also an opportunity for the shift leader to thank the volunteer for giving up their time and make sure they feel valued and appreciated.

Access

We will improve access to Samaritans services by making sure that:

- all helpline services are free to callers;
- awareness-raising campaigns are based on evidence of need, targeted at vulnerable groups and delivered at a local and national level;
- email and online chat support is provided in an integrated way;
- emotional support is provided outside of branch in new targeted settings;
- people get through to a volunteer every time they try to contact us;
- support is provided in targeted settings for those affected by suicide.

What we did:

Samaritans volunteers spent over one million hours answering calls for help. In 2019, we responded to more than 3.3 million calls for help by telephone, over 400,000 emails and 1,100 letters. More than 270 calls were answered on our Welsh helpline, allowing Welsh-speakers the opportunity to access support in their chosen language. Samaritans volunteers also provided face-to-face support on 23,000 occasions and reached 1.2 million people through their work in local communities.

Our trained prison Listeners responded to calls for help 53,000 times throughout 2019, devoting over 33,000 hours to supporting others in prison.

We managed to maintain our 24/7 service despite the impact of Coronavirus (COVID-19). Our staff and branch leadership teams worked together around the clock to develop a crisis response plan for our listening service. Although we had to take the difficult decision to stop offering face-to-face support, we managed to keep our helpline services running.

Samaritans offers a critical service and this was confirmed by UK Secretary of State for Health Matt Hancock in Parliament. Although some volunteers had to self-isolate due to underlying health conditions, most continued to do their listening shifts in branches, where strict guidelines were applied for hygiene standards and social distancing. We also piloted the delivery of the email service from home with a few branches, which enabled some self-isolating volunteers to continue to provide support to those who contact us.

In response to the pandemic, we created special information pages on our website for those who were worried about its impact on their own or someone else's mental health. We also launched an emergency appeal to help offset the income lost as a result of cancelled events.

We worked in partnership with the NHS to launch a new support line for NHS workers and volunteers in England. This support has since been extended so it's available in Wales and to those working in the vital social care sector too. The support line is provided by Samaritans' volunteers

who are self-isolating at home. Whether they've had a tough day at work, or are feeling worried or overwhelmed, Samaritans' volunteers are here to listen and offer emotional support to NHS workers so they can continue to look after themselves and others around them.

We delivered support to people in prisons across all Nations, including Listener schemes in 112 prisons across the UK and Ireland. We piloted provision of support following a death by suicide in 15 prisons in London and the South East. This service is being evaluated with a view to expanding the support across the prison estate.

We also launched an innovative new Samaritans messaging service at HMP Wayland. This is a new pilot service in partnership with Unilink, which allows men to email Samaritans for emotional support from their cells and receive a confidential reply from one of our volunteers. Funded by a grant from HM Prison and Probation Service (HMPPS), Samaritans' volunteers in 12 branches are receiving and responding to these messages within 24 hours.

We published our first report on prison suicide, 'Unlocking the evidence', bringing together data from the Samaritans service with analysis of the wider literature on suicide in prisons to understand better the reasons behind the high rate of suicide in prisons.

As a result of the spread of Coronavirus (COVID-19) and in line with Government guidance, we suspended our face-to-face Listening scheme across prisons. We produced new posters and leaflets to help signpost people in prison to Samaritans' helpline services instead.

We developed a self-help tool for those struggling to cope, as well as new resources for those supporting someone else. The new online self-help tool is based on extensive research with users and carefully co-designed with volunteers and expert clinicians in the fields of psychotherapy and suicide and self-harm prevention. It aims to help people identify and challenge thoughts and feelings that may contribute to crisis and suicidal thoughts. The tool will support individuals to find and learn safe, memorable techniques for coping with things that are troubling them, through a range of interactive exercises. It will help users to prevent crises and keep themselves safe, as well as signposting to Samaritans' services and encouraging them to contact us if they need someone to listen. We also developed new resources for those who are supporting someone else going through a difficult time, including new website content with guidance and case studies.

We piloted our new online chat service and prepared for launch. We continue to see high levels of demand for our telephone service, but our research and piloting with callers also show that some people would prefer to contact us over online chat. Over summer 2019, we ran a series of pilots of our new online chat service. Over 60 per cent of people who used this service had not contacted Samaritans previously. Most importantly, over 80 per cent reported a reduction in their level of distress as a result of using it. Although the launch of our online chat service was initially postponed due to the impact of Coronavirus (COVID-19), we expect it to be rolled out later in 2020.

We made the decision to retire our existing text message service. The decision was made by the Board of Trustees as they felt existing system limitations, such as the 160-character limit, meant we

could not offer the most effective support to our callers using this channel. There are now also other organisations, such as SHOUT, which specialise in offering emotional support using text message. The decision to stop offering a text service was made in anticipation of the launch of our online chat service. Unlike our text message service, the conversation on online chat is one-to-one and allows a continuous exchange between the caller and volunteer.

We piloted a new multi-channel platform which allows volunteers to answer both calls and emails using the same system. We started piloting the multi-channel platform with volunteers at Central London Samaritans in March 2020, before rolling it out to all branches. The new platform was specifically developed to integrate with online chat. Unlike our old system, it can be used for inbound calls, outbound calls and emails. The new multi-channel platform is software-based, which means it can be updated more easily and with less disruption. Since volunteers will be spending less time signing in and out of different systems, it will benefit callers too.

We introduced faster and more reliable equipment and technology in branches, so volunteers can focus on supporting our callers. Samaritans branches have received updated equipment, including computers and telephone headsets. Our systems are also being updated so that volunteers can use one username and password to access everything they need. This will make it quicker and easier to sign in and help us to make sure that our confidential data is safe and secure. The single sign-on system has already been introduced across our intranet, brand resource centre and online training, as well as our new multi-channel platform.

Over the year, the organisation has centralised some of its utilities contracts. The objective has been to increase efficiency, reduce charges (by bulk buying) and has also allowed us to move to a green energy tariff. We have moved our entire staff workforce to be laptop-based, as part of a move to enable flexible working, which is also contributing to less printing. We also introduced videoconferencing and enabled more effective remote access to systems (before the Coronavirus pandemic) which has supported our move to home working and is reducing our travel footprint.

We launched our new intranet for volunteers and staff. The new intranet makes it much easier for volunteers and staff to find the essential information they need and helps them stay up to date with all the latest news from across our charity. It is helping us to communicate and collaborate more effectively. As part of its development, we carried out surveys, workshops and testing with hundreds of volunteers, to make sure it would fit their needs.

We continued to develop and test new ways of delivering our service, for example by expanding our current network of branches and offering new ways of volunteering. In March 2020, we opened a new satellite branch in Sevenoaks, Kent. The branch, which started with 18 volunteers and three phone lines, is a satellite of our Reigate branch. We also have satellite branches in Arklow, Ireland, and the South Wales Valleys.

We also secured premises for our London City Hub – a new pilot service delivery centre where volunteers will help support our written word services including email and the online chat service. London City Hub offers a flexible approach to volunteering, to help us recruit more volunteers and

meet the increasing demand for our service. London City Hub was scheduled to open in March 2020 but this was delayed as the result of the spread of Coronavirus (COVID-19).

We continued to grow and develop our programme for the Armed Forces community. We have distributed 100,000 pocket guides across the various military establishments with a further 100,000 being held at the Ministry of Defence. We have also created and rolled out a new military training module for volunteers, to help them understand the specific issues and concerns faced by those in the Armed Forces. We are developing an online learning tool for veterans, focusing on the emotional health and wellbeing of those who have left or are transitioning out of the military. We are working to extend our new online chat service so we can support British Service personnel when they are stationed abroad.

We provided practical support, advice and guidance to schools, colleges and universities affected by suicide through a service called Step by Step. This is a team of listening volunteers who have been specially trained to provide advice, guidance and resources to schools and colleges after an attempted or suspected suicide. In 2019, the Step by Step team of 39 advisors supported 130 schools or youth settings following an attempted or suspected suicide. The Step by Step service has been rolled out across the Republic of Ireland, with 16 volunteers trained as Step by Step advisors. We continued to offer a comprehensive service to schools, colleges and universities over the lockdown period by phone, e-mail and videoconferencing.

We worked to ensure young people are better informed about how to look after their emotional health and seek help when they need it. Volunteers attend freshers' fairs, mental health days and delivered emotional health workshops and talks. In the last year, 64 Samaritans branches made visits to schools, colleges, universities and other youth settings. Over 2019 we revised our secondary emotional health talk and have been working on a new film to support the talk. Our Developing Emotional Awareness and Listening (DEAL) teaching resources continue to be well used. Our team of volunteers across the UK and Ireland continued to work together during the lockdown period to develop additional resources to help young people when they return to full time schooling and university life.

Seven leading retailers joined together to roll out our new Wellbeing in Retail tool on World Mental Health Day 2019. Funded by the John Lewis Partnership, ASOS, the Co-op, Marks & Spencer, NEXT, Sainsbury's and Tesco, and developed with the expertise of Samaritans, Wellbeing in Retail aims to support people that work in retail. The guide, which has been accessed over 32,000 times, supports retail workers' mental health, and provides advice and signposting on extra help.

Meanwhile, we continued working with employers across the country to promote our original Wellbeing in the Workplace tool. The tool, which was developed with the Lord Mayor's Appeal and PwC, has already been used by more than 11,000 people. It teaches employees the skills to look after their emotional health and look out for others, before they reach crisis point.

We celebrated two significant milestones this year in Scotland and Republic of Ireland. In March 2020, the Dublin branch of Samaritans celebrated its foundation 50 years ago. It was the first branch

in the Republic of Ireland in what was to become the wider Samaritans Ireland network. We also celebrated six decades of listening in Scotland, marking 60 years since the Edinburgh branch answered the first call for help in Scotland, and sharing volunteer stories and memories from across the country.

Influence

We will have stronger and more effective external influence and connections with partners by making sure that:

- we have strong referral relationships with partner agencies working with vulnerable groups (especially men in middle years, people in socio-economic deprivation and people with mental health problems);
- vulnerable people online are recognised, offered support and have less chance of coming into contact with harmful online content;
- we have strong effective relationships locally and nationally in order to influence the content and implementation of local and national suicide prevention policies;
- we understand the interests of our callers and use this knowledge to increase help-seeking and influence public policy and practice.

What we did:

We worked with the highest levels of government across the UK and Ireland, meeting with ministers, participating in national ministerial advisory groups and working to make suicide prevention a priority across every Nation:

- We campaigned for candidates and new governments to prioritise suicide prevention ahead of the general elections held in the UK and the Republic of Ireland. In the UK around 150 parliamentary candidates expressed their support, of which around 30 were elected and we continue to work with them to help us keep up the pressure in Parliament. Our manifesto in the Republic of Ireland, *4 Asks 4 A Safer Ireland*, together with our manifesto for the Welsh Parliament elections (to be held in May 2021) outlined the steps that need to be taken to prevent people from dying by suicide and ensure support for those who need us most.
- We launched an inquiry into support available for young people who self-harm as part of our work hosting the secretariat for the All-Party Parliamentary Group on Suicide and Self Harm Prevention in England.
- We provided written and oral evidence to the Women and Equalities Select Committee in Westminster as part of its inquiry on the mental health of boys and men, as well as the Children, Young People and Education Committee of the Welsh Parliament on their inquiry into Education Other Than at School (EOTAS). We also responded to the UK government's Green Paper *Advancing our health; prevention in the 2020s* and its *Online Harms White Paper*.

- We supported the establishment of a new cross-party Welsh Parliament group on suicide prevention, for which we provide the secretariat. We also contributed to the Welsh Government's National Advisory Group on Suicide and Self Harm Prevention which advises on the implementation of Wales Suicide and Self Harm Strategy, *Talk to me 2*.
- We worked with governments across the UK and Republic of Ireland to mitigate against the mental health impacts of Coronavirus (COVID-19) and the lockdowns. We are co-sponsor of the national crisis workstream in Scotland. In the Republic of Ireland, we took part in telephone meetings with the Health Service Executive (HSE) and National Office for Suicide Prevention (NOSP). These conversations were crucial in ensuring Samaritans remained an 'essential service' during Coronavirus (COVID-19).
- We attended the political party conferences in Northern Ireland to raise awareness of our service and engage with policy makers and elected representatives. We also took part in the PHA consultation on building community capacity to address health inequalities across Northern Ireland as well as the draft Mental and Emotional Health and Wellbeing and Suicide Prevention Training Framework.

We continued to play a leading role advising government and industry around harmful content online and launched a new strategic partnership to develop excellence in the online environment around self-harm and suicide, with Facebook/Instagram, Google, Pinterest and Twitter, supported by the Department of Health and Social Care. Starting a three-year programme of research, industry guidance, user resources and advice for professionals, we held forums for the third sector, academics and other experts, as well as providing advice for companies outside the partnership including Amazon, Snapchat and Wikimedia. We also provided expertise in a high-level summit with Ministers and officials from DHSC, DfE and DCMS, alongside industry as well as meetings with CEOs from Twitter and Instagram and attended Facebook's Global Safety summit.

Our work on socio-economic deprivation continued with a focus on young people in Wales, where we launched our report *Exclusion from school in Wales: the hidden cost*, which explored the link between school exclusion and cycles of inequality. This is referenced in the Welsh Government strategy for tackling loneliness and social isolation and building stronger social connections: '[Connected Communities](#)'. We also launched our *Compassion in Education toolkit* which is designed for all educational professionals, and provides facts and information alongside tips and actions to assist staff when talking to or supporting pupils, students or fellow staff who are experiencing emotional distress.

We continued to support the wider sector around suicide prevention, hosting the National Suicide Prevention Alliance, helping to grow membership to over 500 organisation and individuals. Over 300 people participated in NSPA's conference this year, and NSPA worked hard to support local areas, updated its suicide prevention planning guidance with Public Health England and developed a series of good practice case studies working with the Local Government Association and the Association of Directors of Public Health. We were also pleased to take on hosting of the Support After Suicide

Partnership, which is focused on supporting suicide bereavement support services across the country.

Our media advisory service continues to work to ensure responsible and sensitive reporting of suicide, advising on storylines for soaps including EastEnders and Hollyoaks. Storylines we advised on last year in Coronation Street and Hollyoaks were broadcast and won awards at the British Soap Awards. We also provided training sessions for journalists and editors and delivered bespoke advice with nearly 400 contacts. We worked with several NHS Trusts and STPs (Sustainability and transformation plans) to support their media communications and were pleased that the quality standard on suicide prevention in the community and custodial settings published by NICE this year specifically recommends suicide prevention partnerships working with organisations such as Samaritans to encourage responsible reporting. We also started working on some new resources for journalists and programme makers, including an e-learning tool so this vital training can be accessed anywhere.

We continued to roll out our updated brand, which is helping us to reach more people who need us and inspire more people to support us. Helped by the new brand, the awareness of Samaritans increased this year, especially among younger age groups, while the public's trust in Samaritans remained among the highest in the charity sector. Website traffic increased by 18 per cent between this year and last, boosted by the launch of our new website in March 2019. The number of people we reach via social media has increased by 81 per cent, from around 3.8 million in February 2019, to around 7.6 million in January 2020.

We entered our tenth year working in partnership with the rail industry to reduce suicides on the railway. Following a competitive tender process, it was confirmed that Samaritans will continue delivering the suicide prevention programme on behalf of Network Rail and the wider rail industry for five more years.

We reached the milestone of having trained over 20,000 rail staff and personnel in our Managing Suicidal Contacts (MSC) course. Across all our three training courses, we saw the highest ever satisfaction scores from participants. The number of life-saving interventions on the railways continues to rise year on year, with 2,120 interventions reported in 2019, compared with 2,098 in 2018 and 1,730 in 2017.

On more than 65 occasions, we provided support to our rail partners and the general public after tragic incidents. We also organised town centre events in seven rail priority locations, during the course of which we provided emotional support to almost 70 people.

We continued promoting our Real People, Real Stories campaign, supported by Network Rail on behalf of the wider rail industry. The campaign aims to reach men most at risk of suicide primarily on the railway, but also in other settings. It shared real stories of hope and recovery from men who have been through tough times to encourage other men to seek help. In a partnership with talkSPORT, sport celebrities including Leon McKenzie supported the campaign by sharing their inspiring stories about their tough times, to let others know how they came through it and

encourage more men to seek help. Thanks to this partnership, the campaign won a Radio Academy Gold Award for Best Commercial Production Feature.

A post-campaign survey showed that the campaign reached 42 per cent of men in its target audience. Importantly, there was a significant and substantial shift in intent and likelihood of contacting Samaritans among this audience – from 20 per cent to 31 per cent (YouGov, 2019). The campaign kept going over the course of the year, with more than 60 Samaritans branches across UK holding station events, where they reached thousands of commuters and provided emotional support on more than 150 occasions. Sports clubs including Crystal Palace Football Club, Leeds Rhino Rugby League team also supported the campaign in a range of different ways – from wearing Samaritans shirts to featuring the campaign on pitch-side advertising.

We rolled out a fourth phase of our award-winning Small Talk Saves Lives campaign. The campaign, which is supported by Network Rail, British Transport Police and the wider rail industry, reminds people to trust their instincts if they see someone who looks like they need help, to reach out and to simply start a conversation, interrupt suicidal thoughts and start them on a journey to recovery. The latest phase of the campaign reminded people that they have all the experience that they need to save lives, even if they don't realise it. The campaign was promoted in cinemas, on TV and on social media. It even featured on ITV's Britain's Got Talent, on a programme which had 8.5 million viewers, as part of the launch of ITV's mental wellness campaign, Britain Get Talking. The campaign has won 27 awards so far, including two gold awards at the Brand Film Festival.

We ran another successful Brew Monday campaign, with hundreds of events across the UK and Ireland. Turning the idea of 'Blue Monday' on its head into something positive, Brew Monday encourages people to get together with family, friends or colleagues for a chat and a warming cuppa throughout January and February. This year, we had a record 320,000 packs of tea to give away, thanks to a new partnership with PG Tips, who are supporting Samaritans as part of their #CuppasTogether campaign. Brew Monday also had the backing of British stars including Dame Julie Walters, former Bake Off contestant Michael Chakraverty and comedian Rachel Parris. This year, more than 1,000 Samaritans volunteers handed out tea bags across 159 stations. Almost 3,000 companies and members of the public signed up to hold their own Brew Monday events this year and our social media reach was 2.4 million.

We worked with NHS Health Scotland to deliver a joint conference on suicide prevention at locations of concern, bringing together stakeholders from local and national government, health and emergency services, transport, infrastructure, and third sector organisations to inform renewed national guidance.

We launched a partnership with Northern Ireland Fire & Rescue Service (NIFRS) to protect those most at risk in our community. NIFRS and Samaritans will work collaboratively to ensure that the people they come into contact with are aware of both partner's services.

We celebrated five years of being the mental health partner of the Gaelic Athletic Association (GAA), Ireland's largest sporting body, and attended major events to raise awareness of what we do.

Samaritans' Irish Festival Group attended major events and festivals across Ireland, from Pride Dublin & Belfast to Lisdoonvarna Matchmaking Festival and Fleadh Cheoil na hÉireann, as well as the North West 200. An estimated 25,000 people have been supported since Irish Festival Group was founded 21 years ago.

We launched a social media campaign in Northern Ireland with the support of Ardmore Advertising to reach out to those in need of emotional support. The first campaign ran on three main platforms Facebook, Instagram and Snapchat and used Samaritans advertisements and video clips, allowing viewers to click through to get help.

In Scotland, we backed the *Mind the Future* campaign, joining The Scottish Sun and other leading mental health charities to call for urgent action to ensure that young people learn how to look after their mental health and can access the right support, when they need it most.

Evidence

We will improve the collection and application of evidence so that:

- we are better able to demonstrate our approach to supporting people, the benefits this provides and its contribution to reducing suicide;
- we understand the needs and profile of the different groups of people who use our services and what they get out of those services;
- we apply existing evidence around ‘what works’ to improve and develop our support services;
- we evaluate the impact of Samaritans’ strategy.

What we did:

We have continued to use evidence to directly inform and improve our service development and influencing work. This includes the development of online services to support people struggling to cope, online resources for those supporting people who are struggling to cope, and our updated Media Guidelines.

Two priority studies this year have focused on enhancing our influencing work within the wider field of suicide prevention:

- **Research into what works to support men:** [Out of sight, out of mind](#) explored the lived experience of less well-off middle-aged men, who are at increased risk of suicide in the UK and Ireland. This follows our previous research *Men Suicide and Society*, which explored the reasons behind the high rates of suicide in middle aged men, to build a better understanding of ‘what works’ for this group.
- **Research into self-harm:** self-harm is a strong risk factor for suicide, and 1 in 10 of our calls for help are about self-harm¹. A priority research project this year therefore centred on understanding the experiences of people who self-harm and whether they are receiving the support they need, in both clinical and community settings. This research will be published later in 2020.

We have built research and evidence capacity by launching online evidence resources for our staff and volunteers, which cover key suicide prevention topics such as suicide rates and common risk factors. We have also established a network of volunteer Research and Evidence Champions within Samaritans. This means that the whole organisation has the most recent evidence available and accessible to support all activities.

We have significantly improved our evidence base in understanding the effectiveness of services and activities through our evaluation work. This included the evaluation of our pilot online chat service, and our Real People, Real Stories campaign. This work demonstrated that we were able to increase access to Samaritans’ services through awareness campaigns and developing a new service that filled a key gap in online service provision. Real People, Real Stories achieved the highest levels

of awareness of the partnership between Network Rail and Samaritans, and significantly increased the likelihood of the target group using Samaritans' service. Online chat successfully reduced feelings of distress in people reaching out to us, including those who were experiencing suicidal feelings.

We developed a programme of caller-focused research work in order to further understand the impact that we have and how we can continue to support those in need. This includes a key evaluation project: Samaritans' Caller Outcomes study. The Caller Outcomes study is an external evaluation we commissioned into the impact of our telephone helpline and focuses on four main areas of interest: the impact of the helpline on callers, callers' experience of the support we provide, how our services fit in to callers' lives and other sources of support they might have, and callers' and volunteers' experience of participating in research. To do this we recruited callers directly from our helpline to take part in the research, which will be completed later in 2020.

We have prioritised bridging the gap between academia and a range of different sectors. We know how important it is that research is designed, carried out, and translated with the 'real-world' impact in mind. To do this, we:

- Continued to work collaboratively with the Office of National Statistics to promote and disseminate the latest statistics on suicides in the UK.
- Brought together some of the UK's leading suicide and self-harm academics to showcase some of Samaritans' recent research work and collaborate with experts to help shape some of our future research.
- Commissioned the Quest study (with Middlesex University; funded by Network Rail) to explore what factors maximise the likelihood of a life-saving intervention taking place on the railways.
- Commissioned research into the impact of 'notes of bridges' (with Ulster University; funded by Highways England).
- Developed and published a new report on suicide and prisons, which presents evidence about suicide in prisons and our data from the Listener scheme and helpline for the first time.
- Provided cross-sector support through the translation and provision of evidence, including to Highways England, Wikimedia, Network Rail, and the insurance industry.

Financial review

Overview

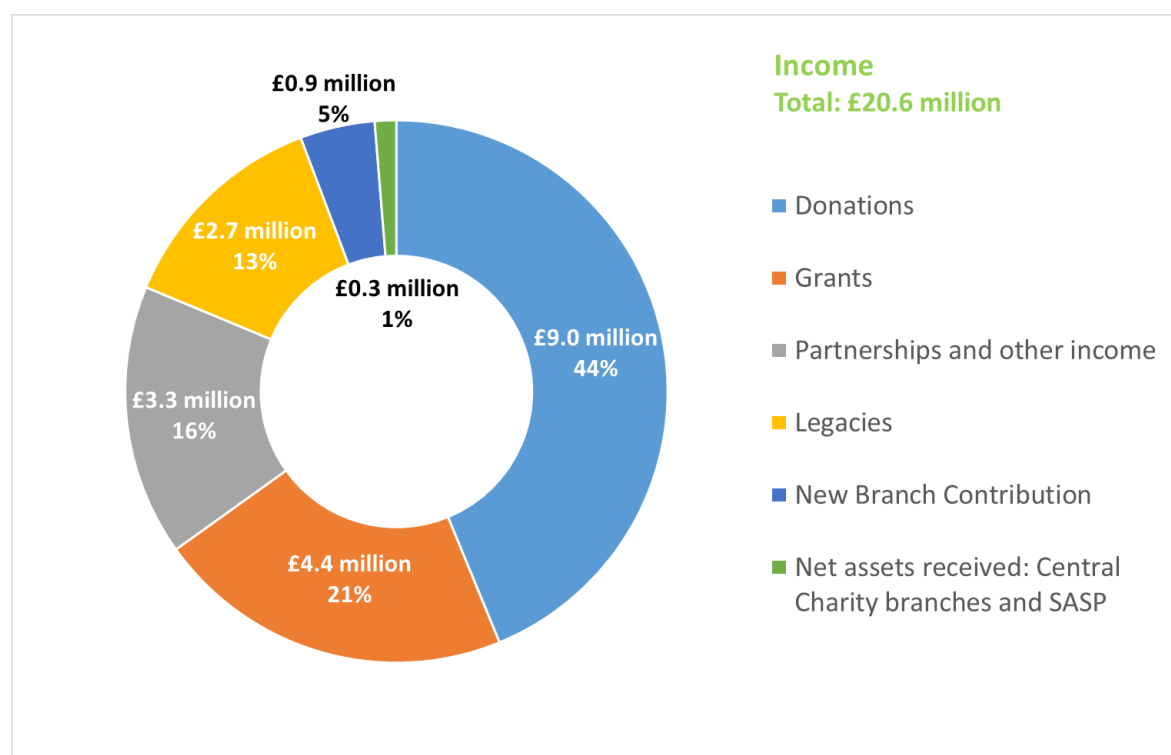
In the year, the Group has continued to invest in the support and development of the service, primarily through the major investment programme, *There for Everyone*.

The financial statements of the consolidated charity group for the year ended 31 March 2020 show a net increase in funds of £1.4 million. This includes the receipt of net assets from branches which have joined the central charity during the year (£0.2m) and the receipt of net assets relating to the Support After Suicide Partnership (£0.1m).

The financial statements do not reflect the value of the time donated by the volunteers within the branches in delivering the Samaritans' service, which is estimated at **£87 million** per annum with more than **22,000** volunteers giving **5.8 million** hours of their time.* This is the foundation on which the strength of the Samaritans' service is built.

*Based on 22,290 volunteers giving an average of five hours per week at the median gross hourly rate for full time workers in the UK. Source for earnings data: Office for National Statistics.

Income



In respect of ongoing activity, donations from individuals are still the largest source of income. We continue to develop other income streams notably grants, corporate donations and partnership income. Grant income includes funding from the Department of Health totalling £1.8m over 4 years (£425,000 in 2019/20), contributing towards the cost of calls to our freephone helpline.

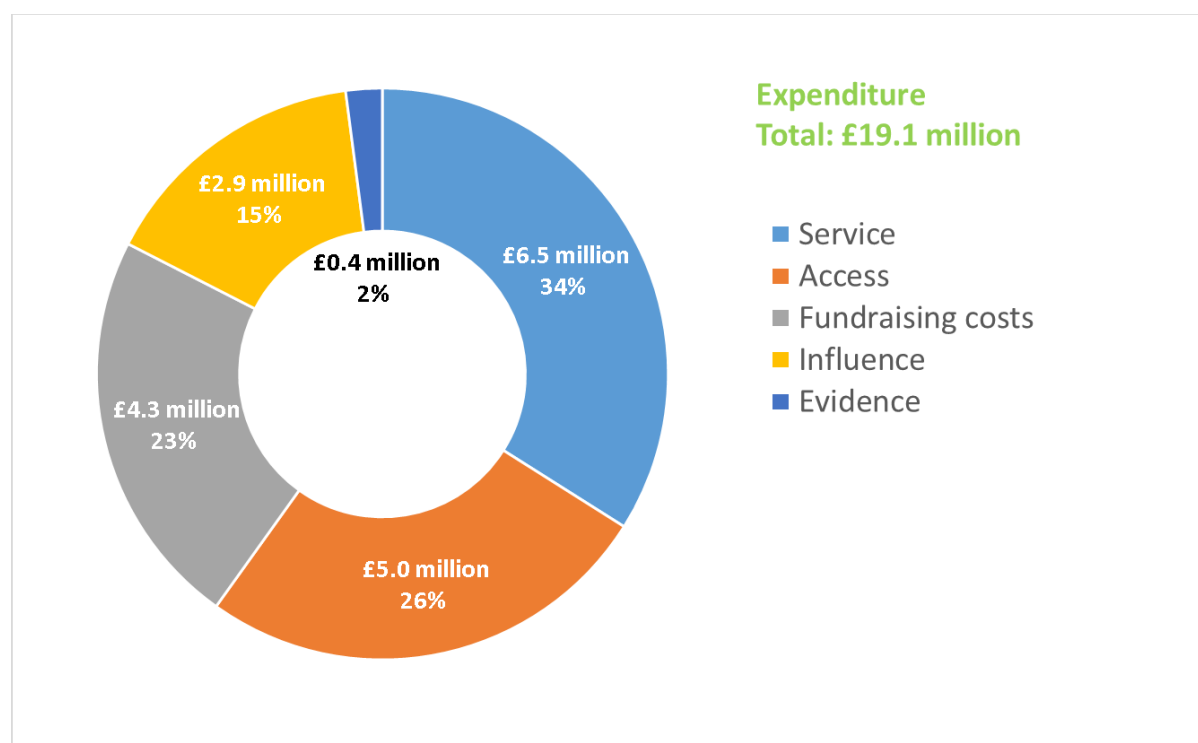
The range of fundraising activities that Samaritans carries out is extensive and includes generous support from companies, trusts, legacies, individual donors, community events, sporting and challenge events and grants from public bodies. We continue to look at ways to broaden and improve our fundraising and income generation activities, putting supporters at the heart of how we do this.

We are very grateful for the support we receive from all our donors, and a list of our major supporters can be found on pages 75-78.

We recognise the potential and value in long term funder relationships. We were delighted to successfully complete our second year as beneficiaries of The Lord Mayor's Appeal, while we also began a multi-year, funded collaboration with the technology sector, working with Facebook, Instagram, Pinterest, Twitter and Google to reduce online harm.

In addition to the fundraising activities above, our other major funding streams include our partnership with Network Rail for the delivery of a suicide prevention programme; grant funding for the support of the prison Listener scheme funded by Her Majesty's Prison and Probation Service (HMPPS); and funding from HSE Ireland towards the running of our Freecall service.

Expenditure



Total consolidated expenditure, including the value of donated advertising, increased from £18.5 million in 2018/19 to £19.1 million, an increase of 3% from the previous year. During 2019/20, fundraising costs amounted to £4.3 million which represents an increase of £1.1 million on the previous year. This increase reflects a significant investment in broadening our donor base and developing new fundraising products and activities, to achieve sustainability and growth in future years.

Total charitable expenditure amounted to £14.8 million in 2019/20 compared with £15.3 million in 2018/19, which is analysed in detail in note 7 to the Accounts. We are committed to maximising the proportion of expenditure in developing and delivering the service to people, to respond to the increasing demand for our services and to reach more people through the communication channels they wish to use. We continued to advance the major investment programme, *There for Everyone*, with its focus on developing new digital channels for the service and updating our processes and systems; supporting our beneficiaries more effectively; and developing our learning and development capability both within and outside the organisation. In the year, charitable expenditure represented 77% of total expenditure.

Subsidiaries

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

Samaritans Ireland and Samaritans in Scotland support the Central Charity in the delivery of our strategy in those Nations.

Reserves policy

As at 31 March 2020, the total consolidated funds held by the Group amounted to £23.1 million. Of these funds, £19.9 million are unrestricted and £3.2 million are restricted. Within the unrestricted funds there are four designated funds amounting to £11.4 million: £9.4 million representing fixed assets including all the SCC branch properties; a £0.8 million property maintenance fund to maintain SCC branch properties; £0.2 million fund to improve the accessibility of our service via the use of digital technology; and £1.0 million towards the *There for Everyone* programme.

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.

Within these considerations, the Trustees had previously set a target range for free reserves of between three and six months of general expenditure (which as at 31 March 2020 equates to £3.3 million and £6.6 million respectively); free reserves are calculated as total unrestricted reserves less designated funds. At 31 March 2020 the actual level of consolidated free reserves held exceeded the

target range at 7.7 months (£8.4 million). This reflects a strong income performance for the year and an increasing proportion of expenditure being met by restricted funds.

For 2020/21 the Board of Trustees agreed a balanced core budget along with an additional investment of £2.0 million across service development, fundraising and core infrastructure. We had therefore anticipated that the level of free reserves would reduce to within the target range in the coming months.

However, the impact of Coronavirus (COVID-19) is now being felt in many areas across the Group, including the negative effect on income generation activity expected in both the short and medium term. In response to this, the business plan and budget for 2020/21 is rapidly being re-prioritised and the Board of Trustees have reviewed the reserves target range.

In anticipation of the challenges ahead, both for income and potential service need, the Trustees have set a revised target range for free reserves going forward of between four and twelve months of general expenditure (which as at 31 March 2020 equates to £4.4 million and £13.2 million respectively). Consequently, the level of consolidated free reserves held at 7.7 months (£8.4 million) falls within the new target range.

The reserves policy will continue be reviewed on at least an annual basis, particularly in response to the developing COVID-19 situation.

Investment policy

The overall investment objective to is to achieve a positive real return (ie, 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 2020 the value of the portfolio managed was £1.3 million (2019: £1.3 million). Primarily due to market falls in February and March 2020 in response to the global pandemic, the investment gains made earlier in the year were reversed in the final two months.

In addition, £3.0 million is held within the Charities Official Investment Fund (2019: £3.0 million).

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

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.

COVID-19 has already had a significant impact on income generation activity across the Group and, given the uncertain economic outlook, there is a risk that this will worsen in the coming months. We have responded swiftly with an emergency appeal and applications for emergency funding from national and local sources and have therefore been able to stabilise the funding position for the current financial year. Beyond the immediate period we have reviewed all income streams and have carried out sensitivity analysis in order to estimate the scale of the challenge ahead.

Building on this work, we are carrying out scenario planning to establish the impact on our activity should the need arise to make significant reductions in expenditure. During this process we will be guided strongly by both the current strategy and the new strategy currently under development.

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

Risks and uncertainties

How we manage risk

The Board of Trustees is ultimately responsible for risk management. The Audit and Risk Committee, as a sub-committee of the Board, reviews key risks, and the adequacy of actions being taken to address those risks, on a regular basis. The Committee reports to the Board on this 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.

Samaritans' approach to risk management continues to develop with the aim of providing a more 'joined up' approach to the reporting and management of risks and a mechanism to monitor the effectiveness of controls.

Set out below are details of the top five most significant risks identified in the risk register as at the end of the financial year, and key managing actions:

Category	Risk description	Managing actions
Service	Samaritans ceases to be relevant, affordable, accessible or available to callers because of failure to keep pace with change and development in key areas.	<ul style="list-style-type: none">• Review of our outreach services• Inclusion, Equality & Diversity project in Wales• Development of an online chat service• Small Talk Saves Lives campaign reaching a wider audience via video on demand, cinemas & TV• Phase 2 of our Real People, Real Stories campaign• Development of more flexible training and volunteering options• Caller outcome surveys
Data Incident	Vulnerability within Samaritans systems results in the intentional or unintentional release of personal or commercially sensitive data into the public domain.	<ul style="list-style-type: none">• Migration from old services platform to new multi-channel platform (Samaritans Link)• Upgrade to our supporter database infrastructure• Technology upgrades for branches• Development/refresh of our Acceptable Use Policy, Data Incident Response Policy, and Data Retention & Quality Policy

		<ul style="list-style-type: none"> • Migration of internal servers and shared drives to the Cloud
Failure of technology or infrastructure support	Callers are not able to access the service because of failure of technology or support.	<ul style="list-style-type: none"> • Development of disaster recovery backup for our services platform • Migration to new services platform
Safeguarding	Samaritans policies and procedures must adequately safeguard beneficiaries against abuse or mistreatment by a member of the charity or affiliate branch.	<ul style="list-style-type: none"> • Appointment of new Head of Safeguarding • Review of safeguarding roles and responsibilities within organisation • Independent review of historic safeguarding cases • Review of existing safeguarding policies & procedures • Updates to training and communications
Lack of volunteers with the required skills	The skills of volunteers does not match the demands/requirements of callers or effective branch leadership.	<ul style="list-style-type: none"> • Roll out of new core volunteer training • Review of ongoing mentoring approach • New volunteer development journey • Development of the volunteer recruitment journey

The ability of the organisation to respond quickly and effectively to unanticipated risks and new developments has been evident in the past six months, most notably through the retirement of our text service, the prioritisation of the safeguarding work (as detailed in the table above) and our response to the Coronavirus (COVID-19) pandemic. Samaritans' crisis response to COVID-19 involved the rapid prioritisation of resources and workstreams in a number of key risk areas, as follows:

- **Income:** rapid roll out of Samaritans' emergency appeal, new agreements with fundraising partners and other mental health charities; establishment of a branch support fund and optimisation of our website.
- **Service:** changes to our core service to protect the critical function and development of new products for NHS and social care workers in England and Wales.
- **People:** prioritising and ensuring the safety, wellbeing, engagement and commitment of volunteers and staff.

In recent years, our business planning approach has become more agile, which has allowed us to respond quickly to new challenges. That approach was critical in helping to shape our rapid response to COVID-19 and the challenges and risks that it poses. The prioritisation inevitably meant that some of the less time-critical mitigating actions set out in the table above have had to be re-scheduled. Others, such as the safeguarding review and deployment of our new service platform, have continued due to the importance of these workstreams in mitigating key risks to the organisation.

Governance Report

Our structure

Samaritans is a charitable company limited by guarantee. We were founded by Prebendary Dr Chad Varah CH CBE MA in 1953, and incorporated in 1963.

Our Central Office in Surrey supports our branches, Regional Directors, Regional Officers, Functional Leads and the Board of Trustees. Specifically, it helps make sure that our phone and email systems are constantly available to our callers; maintains our website and intranet; carries out research, development and evaluation to support our influencing work and development of the service; supports our volunteer recruitment and development activity; raises income to underpin the whole organisation; and provides a range of support, advice and guidance to branches.

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

- Samaritans, a private limited company, which is incorporated and domiciled in the UK and is a public benefit entity.
- The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 percent shareholding.
- Samaritans Ireland which is an Irish company incorporated in 2007 that is limited by guarantee.
- Samaritans in Scotland, which is a Scottish Charitable Incorporated Organisation (SCIO), established on 11 March 2014.

Branches

There are 201 **Samaritans branches** operating in the UK and Republic of Ireland as well as the Channel Islands and the Isle of Man. Previously, each branch was a separate charitable unincorporated association, operating within a federated structure. As part of changes to our ways of working across the organisation, from April 2016, all branches have either decided to go through an incorporation process and affiliate to Samaritans Central Charity or to join Samaritans Central Charity and will no longer be a separate legal entity. As at 01 April 2019, 57 branches had joined the Central Charity, 140 branches had affiliated, and the remaining four were proceeding through the process. The finances of affiliated branches and those still proceeding through the process are not consolidated into Samaritans' group accounts.

The branches are organised and work together in 14 geographic regions (increased from 13 on 01 April 2020) to offer support services principally on the phone, face to face, or email, and also through outreach and partnership activity.

Our governance

We are governed by Samaritans' Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and, as at 31 March 2020, it had the maximum 15 members. Trustees are also the directors of the company and a majority must be members of Samaritans branches. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is supported by a number of committees. The governance structure is completed by the Regional Councils and the Council of Samaritans as described below.

Councils

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

The **Council of Samaritans** meets annually. It comprises the 201 Branch Directors, 14 Regional Directors, the 10 Functional Leads and the Vice-chair. The legal members of Samaritans are similar, namely the Branch Directors, Regional Directors, Functional Leads and the Chair. The Board reports to the Council of Samaritans annually on its activities and provides an update and review of progress against the strategic plan. The Council of Samaritans is the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation.

Nations

Reflecting the differing legislative and funding environments of devolved governments, we have nation committees in Ireland, Scotland and Wales. These are constituted as committees of the Board of Trustees, and in Ireland and Scotland act as boards of the separate legal entities (Samaritans Ireland and Samaritans in Scotland, respectively). These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

Senior volunteers and staff

The 14 Regional Directors provide a key link and communication channel between the Board of Trustees and the wider organisation and play a vital role in supporting our branches and implementing agreed policy.

The 10 Functional Leads are appointed to have oversight of a particular area of the services provided by Samaritans, for example Caller Support or Prisons.

Branch Directors, Regional Directors and Functional Leads are all volunteer roles.

The Chief Executive Officer (CEO), supported by an Executive Leadership and staff team, and working with the Regional Directors, is responsible for the delivery of the Central Charity's strategy, operational plans and budgets that have been approved by the Board. The Board appointed a new CEO in January 2020 but, due to external and unforeseen circumstances, the Board took the decision to not proceed with the appointment in February. We conducted an externally-led review into the lessons learnt from this event and have embedded them into a new process. Our current CEO agreed to extend her term to ensure continuity of leadership during this period.

Appointing our Trustees

At AGM in October 2019, the articles of association were updated to replace the election process of the Chair of the Board of Trustees with a new recruitment and interview process, that provides for engagement of wider Council of Samaritans members. The Nominations Committee oversee a selection process and ultimately a recommendation to the Board of Trustees for appointment. The Nominations Committee appoints the remaining members of the Board of Trustees.

Trustees serve an initial term of three years with the option for re-appointment for a second three-year term. In exceptional circumstances a Trustee may also be asked to serve for an additional period of up to 12 months provided that no person may serve for more than seven years in total.

A person can serve as Chair for a maximum of two terms of three years. Where that person has already served as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total.

Inducting our Trustees

After they are appointed, each Trustee undertakes a formal induction programme, including a guide to our vision, mission and values, our governing document and the way the organisation works in practice. All Trustees have a briefing on their formal legal responsibilities, and guidance on how to be effective in their role.

New Trustees are encouraged to attend regional and branch meetings and to visit our Central Office to understand better the way we work. Trustees also receive briefings on key policy issues.

Board Review

In order to support the development of the board, a review of the role of chair and wider relationships was undertaken in 2019, to manage the size of the role and ensure position(s) have clear roles to support the effective delivery of trustee duties. A working group was set up consisting of senior volunteers, staff and external experts in charity governance, resulting in four proposals that were approved at AGM:

1. A reduction of the minimum number of branch members on the Trustee Board to a simple majority;

2. Removal of the requirement that the Chair of Samaritans must be a branch member;
3. The development of a Vice-chair role, who is a branch member, and shall chair Council of Samaritans;
4. The replacement of the election process to select the Chair of Trustees, with a suitable alternative recruitment process (referenced above).

Since the passing of the above resolutions, Giles Wilmore was appointed from the Trustee board as interim Vice-chair in order to support the succession planning in the final year of the Chair's term, and the Nominations Committee have overseen the development of a Chair selection group to support recruitment for the next Chair of Trustees.

Governance code

The above changes to our board were key in addressing opportunities for improvement related to the Charity Governance Code, namely leadership, board effectiveness and diversity (in reducing the size of the Chair role).

As part of our additional focus on improving diversity in Samaritans, the Trustee Board approved a new Equality, Diversity and Inclusion policy. Steps to further embed the policy are planned for the 2020/21.

Our Committees

Six additional committees form part of the governance arrangements to support the Board of Trustees.

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 Committee comprises up to three members appointed by and from the Board of Trustees (one of whom chairs the Committee), the Chair of Regional Directors (who is an ex-officio member), and three members elected by the Council of Samaritans. The Committee also includes The Functional Lead for Visits and Quality, a Samaritans Visitor (a trained volunteer, who carries out quality assessment work through visits to branches) and up to two external experts appointed to the Committee by the Board as required.

The **Policy, Partnerships and Research Committee** supports the Board through maintaining oversight of Samaritans' public policy positions and research activities along with ensuring the development of strategic partnerships in areas consistent with Samaritans' public policy positions. The Committee is made up of three members appointed by and from the Board of Trustees, one of whom chairs the Committee, and three members elected by the Council of Samaritans. Up to two external experts are appointed to the Committee by the Board as required.

The **Audit and Risk Committee** supports the Board, to satisfy it that management is operating sound internal control systems, and that there is an effective risk management framework and strategy for

the organisation, which is being operated effectively. The Board of Trustees appoints two members from its number, one of whom chairs the Committee, and three members are elected by the Council of Samaritans. In addition, the Honorary Treasurer is an ex-officio member of the Committee, and up to two external experts can be appointed to the Committee by the Board as required.

The **Finance Committee** reviews the financial performance and sustainability of the charity, and advises the Board accordingly. The Honorary Treasurer, who chairs the Committee, and the chair of the Audit and Risk Committee, are ex-officio members of the Committee. The Board of Trustees appoints an additional Committee member from among its number, Council of Samaritans elects at least two members, and the Board can appoint up to two external experts as required.

The **People Committee** supports the Board through reviewing and making recommendations in relation to the remuneration and benefits of Samaritans' staff. The remit of the Committee was recently updated to include oversight, guidance and scrutiny of significant staff-related initiatives, projects and changes (eg, recruitment, development and wellbeing). The Honorary Treasurer and the Chair of the Board of Trustees (who also chairs the Committee) are ex-officio members of the Committee. The Board of Trustees appoints up to two further Trustees to the Committee. Additionally, up to two external experts can be appointed to the Committee by the Board as required.

The **Nominations Committee** is accountable to both the Board and the Council of Samaritans. It ensures that Trustee and other key volunteer roles are performed by persons with appropriate skills and experience, and that there are high standards in place for the effectiveness and development of the Board. The Committee comprises the Chair of Samaritans (who also chairs the Committee) and Chair of Regional Directors (who are ex-officio members), two further Trustees appointed by the Board, and three Samaritans' volunteers appointed by Council of Samaritans. The Board can appoint up to two external experts to the Committee as required.

The reference and administrative details on page 67 form part of this report.

Incidents and Reporting

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

SERIOUS INCIDENT REPORTING

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

During 2019/20, the Central Charity reported 15 serious incidents to the relevant nation charity regulator(s). Of the 15 reports, 8 involved affiliated branches and 7 involved Central Charity branches or the Central Charity itself. The charity regulators have responded to all these incidents, confirming that they require no further action other than that already stated in the report.

WHISTLEBLOWING, BULLYING AND HARASSMENT

In March 2018, the Audit & Risk Committee conducted a high-level review of Samaritans' policies dealing with whistleblowing, bullying and harassment, and other areas. As a result of this review, updated whistleblowing and bullying and harassment policies were implemented, to ensure best practice. The policies apply to staff and volunteers at Samaritans Central Charity and both affiliate and Central Charity branches.

The policies were subject to consultation with the wider organisation, through the Regional Council structure and ratified by the Board of Trustees in November 2018.

SAFEGUARDING

Samaritans' safeguarding policies and procedures are in place to protect children and adults who are at risk of or have experienced harm, who have come into contact with Samaritans' services directly or indirectly. Between April 2019 and March 2020, 3,371,875 contacts were logged, 12,869 safeguarding concerns were flagged, of which 1,283 required further action within Samaritans and 73 of those required a referral to be made to an outside agency. In other words, 0.38% of all contacts were flagged as a safeguarding concern and were supported by volunteers in branch, 0.04% required further action by Samaritans. We have a pool of experienced volunteer safeguarding officers who review all cases that meet our safeguarding criteria. This group are responsible for the contact with outside agencies should an external report be necessary.

The organisation has also managed nine safeguarding incidents between April 2019 and March 2020, making referrals to the appropriate regulatory body and external statutory agencies where necessary.

As a learning organisation we are always keen to develop and adapt our ways of working in the interests of our beneficiaries and volunteers. We are currently undertaking a service and quality review looking at ways we can better develop and embed our safeguarding practices and culture. Over 2020-2021 several streams of work will begin which will focus on developing our mature safeguarding culture with a focus on service and structure, quality improvements, investigations, policies and procedures and governance.

Fundraising Activities Statement

We are grateful to our supporters for standing by our side

Our generous supporters of individuals, companies, trusts and public bodies enable us to be there 24/7, 365 days a year for people struggling to cope. Throughout the year, from baking up treats to running rain or shine, to organising and responding to appeals, our supporters have been there for our callers day and night. The Coronavirus (COVID-19) pandemic has created unprecedented strain to the security of our income with the cancellation of events, temporary shop closures and the inability to fundraise in person. Our supporters, once again responded and have made the difference with more than £1 million donated to our emergency appeal, helping us keep our helpline open now and in the future. Supporters' needs remain central to the way we fundraise at Samaritans and we continually work to achieve the best standards of practice. We are proud to be rated amongst the most trusted charity brands (Charity Awareness Monitor, nfpSynergy, Q3 2019) and work hard to ensure that every one of our supporters has a positive experience.

Championing supporters

Supporter insight has been at the heart of our fundraising. Over the year we have listened to over 2,200 supporters on our supporter panel. We regularly engage with the panel to test our products, events, appeals, campaigns and communications to ensure that our fundraising programme is shaped to meet and exceed supporter expectations. Our supporters' feedback has enabled new innovative fundraising approaches and products which has reached new supporters eg, The Feel Good Book club monthly book subscription, the launch of the online shop, the success of Samarathon, the new virtual marathon which engaged 1,750 incredible fundraisers and raised £123,000.

Following best practice

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

Our donor promise sets out our aim to be open, fair and honest in the way we engage with supporters. During 2019/20, we received 84 fundraising complaints. We have worked hard in 2019/20 to establish robust monitoring and recording procedures adhering to the Fundraising Regulator complaint guidelines. This improvement assures a high standard of resolving any expressions of dissatisfaction. The Supporter Care team will continue to review the improvement of processes to ensure we continue maintaining a responsive complaints process.

Working with agencies

Most of our fundraising activity is delivered directly by our Income Team. We work with a small number of external fundraising agencies to help with specialist fundraising activity. These are for: the recruitment of supporters who give through their payroll, telemarketing to engage with our existing donors (excluding Telephone Preference Service subscribers), creative and marketing support to help with larger appeals, products and campaigns.

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

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

Protecting vulnerable donors

Our policy for working with vulnerable donors and members of the public who could reasonably be defined as 'vulnerable' was reviewed in 2019. The policy is published for all our fundraisers on our intranet and we plan to publish a version on our website in 2020. We ensure that our fundraisers receive relevant training and have access to coaching. We treat all donors with dignity and compassion, our policy helps reinforce the importance of this in all our fundraising.

Managing Communications

It is important to Samaritans that supporters trust our communications. We ask supporters for their preferences as to how we communicate with them. We provide choice and if supporters no longer wish to hear from us, we will respect their wishes. We have strengthened our data management approach and will continue to adopt GDPR compliant working practices.

We will continue to champion our supporters' voices in all our fundraising activities.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and the financial statements in accordance with applicable law and UK accounting standards (FRS 102). Company and charity law require the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources, including its income and expenditure, of the group for the year.

In preparing those financial statements the Trustees are required to:

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

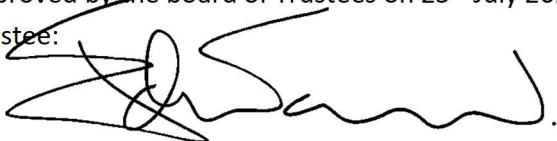
The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 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 25th July 2020 and signed on its behalf by John Tennent, Trustee:



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

Opinion

We have audited the financial statements of Samaritans for the year ended 31 March 2020 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 a summary of 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 2020 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 38, 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 group's or the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

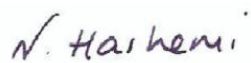
Auditor's responsibilities for the audit of the financial statements

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.

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

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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, for our audit work, for this report, or for the opinions we have formed.



Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London, UK
9 October 2020

Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account
For the year to 31 March 2020

		Unrestricted funds	Restricted Funds	Total Funds	Unrestricted funds	Restricted Funds	Total Funds
	Note	2020 £'000	2020 £'000	2020 £'000	2019 £'000	2019 £'000	2019 £'000
Income							
Donations and legacies	2	10,487	1,159	11,646	9,462	407	9,869
<i>Charitable Activities</i>							
Grants from public bodies and others	2	1,575	2,795	4,370	1,304	3,830	5,134
<i>Other trading activities</i>							
Partnership and other income	3	4,053	178	4,231	4,123	60	4,183
Investment income	4	63	-	63	51	-	51
Total income before net assets received from Samaritans branch charities		16,178	4,132	20,310	14,940	4,297	19,237
Net assets received from Samaritans branch charities		79	92	171	1,084	-	1,084
Net assets received from Support After Suicide Partnership		-	92	92	-	-	-
Total income		16,257	4,316	20,573	16,024	4,297	20,321
Expenditure							
Raising funds	7	4,334	-	4,334	3,239	12	3,251
Charitable activities	7	10,499	4,310	14,809	11,368	3,884	15,252
Total expenditure		14,833	4,310	19,143	14,607	3,896	18,503
Net gains (losses) on investments		(10)	-	(10)	61	-	61
Net income		1,414	6	1,420	1,478	401	1,879
Transfers between funds		(38)	38	-	(24)	24	-
Net movement in funds		1,376	44	1,420	1,454	425	1,879
Reconciliation of funds							
Total funds brought forward		18,488	3,162	21,650	17,034	2,737	19,771
Total funds carried forward	17	19,864	3,206	23,070	18,448	3,162	21,650

Charity Statement of Financial Activities

Incorporating an Income & Expenditure Account

For the year to 31 March 2020

	Note	Unrestricted funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000	Unrestricted funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000
Income							
Donations and legacies	2	10,887	1,110	11,997	9,438	404	9,842
<i>Charitable Activities</i>							
Grants from public bodies and others	2	1,579	2,127	3,706	1,175	3,224	4,399
<i>Other trading activities</i>							
Partnership and other income	3	2,557	177	2,734	2,614	60	2,674
Investment income	4	62	-	62	50	-	50
Total income before net assets received		15,085	3,414	18,499	13,277	3,688	16,965
Net assets received from Samaritans branch charities		79	92	171	1,084	-	1,084
Net assets received from Support After Suicide Partnership		-	92	92	-	-	-
Total income		15,164	3,598	18,762	14,361	3,688	18,049
Expenditure							
Raising funds	7	4,332	-	4,332	3,239	12	3,251
Charitable activities	7	9,422	3,671	13,093	9,718	3,287	13,005
Total expenditure		13,754	3,671	17,425	12,957	3,299	16,256
Net gains (losses) on investments		(9)	-	(9)	71	-	71
Net income		1,401	(73)	1,328	1,475	389	1,864
Transfers between funds		(42)	42	-	-	-	-
Net movement in funds		1,359	(31)	1,328	1,475	389	1,864
Reconciliation of funds							
Total funds brought forward		18,248	2,736	20,984	16,773	2,347	19,120
Total funds carried forward	17	19,607	2,705	22,312	18,248	2,736	20,984

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 47 to 66 form part of these accounts.

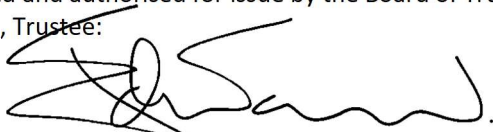
Consolidated and Charity Balance Sheet

As at 31 March 2020

Company Registration No. 757372

	Note	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Fixed assets					
Tangible assets	9	8,365	8,667	8,363	8,663
Intangible assets	10	1,002	310	1,002	310
Investments	11	4,277	4,272	4,275	4,269
Total fixed assets		13,644	13,249	13,640	13,242
Current assets					
Stock		49	32	43	32
Debtors	12	2,159	3,243	2,927	2,094
Cash at bank and in hand		10,080	8,571	7,969	7,205
Total current assets		12,288	11,846	10,939	9,331
Liabilities					
Creditors falling due within one year	13	2,188	1,672	2,085	1,479
Deferred income	14	674	1,773	182	110
		2,862	3,445	2,267	1,589
Net current assets		9,426	8,401	8,672	7,742
Net assets		23,070	21,650	22,312	20,984
Funds	17				
Restricted income funds		3,206	3,162	2,705	2,736
Unrestricted income funds					
General unrestricted funds		8,419	6,583	8,165	6,347
Designated funds		11,445	11,905	11,442	11,901
		19,864	18,488	19,607	18,248
Total funds		23,070	21,650	22,312	20,984

Approved and authorised for issue by the Board of Trustees on 25 July 2020 and signed on its behalf by John Tennent, Trustee:



The Notes on pages 47 to 66 form part of these accounts.

Cashflow Statement

For the year ended 31 March 2020

Reconciliation of net income to net cash flow from operating activities

Net income for the reporting period (as per the statement of financial activities)

Adjustments for

Depreciation charges

Donated fixed asset additions

Profit on sale of fixed assets

(Gains)/losses on investments

Dividends and interest from investments

Donated shares

Decrease/(increase) in stock

Decrease/(increase) in debtors

Decrease in creditors

Net cash inflow from operating activities

Statement of cash flows

Net cash provided by (used in) operating activities

Cash flows from investing activities

Dividends, interest and rents from investments

Purchase of property, plant and equipment

Proceeds from sale of property, plant and equipment

Purchase of investments

Net cash provided by (used in) investing activities

Cash flows from financing activities

Net cash provided by (used in) financing activities

Change in cash and cash equivalents in the reporting period

Cash and cash equivalents at the beginning of the reporting period

Change in cash and cash equivalents due to exchange rate movements

Cash and cash equivalents at the end of the reporting period

Analysis of cash and cash equivalents

Cash at bank and in hand

Total cash and cash equivalents

Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
1,420	1,879	1,328	1,864
538	425	536	423
-	(871)	-	(870)
-	(2)	-	-
10	(61)	9	(71)
(63)	(51)	(62)	(50)
-	-	-	-
(17)	6	(11)	6
1,084	(1,760)	(833)	(425)
(583)	1,885	678	340
2,389	1,450	1,645	1,217
2,389	1,450	1,645	1,217
63	41	62	50
(928)	(318)	(928)	(318)
-	2	-	-
(15)	-	(15)	(12)
(880)	(275)	(881)	(280)
-	-	-	-
1,509	1,175	764	937
8,571	7,397	7,205	6,268
-	-	-	-
10,080	8,571	7,969	7,205
10,080	8,571	7,969	7,205
10,080	8,571	7,969	7,205

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 47 to 66. Further details of the subsidiaries' activities are shown in Note 17. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

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

c) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this Note, Trustees

are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

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

Another source of estimation uncertainty is the measurement at fair value of the properties which transferred to the central charity, from branches joining the central charity during the year. Fair value has been established with reference to the local market rate and condition of the properties.

We have considered the impact of Covid-19 on our financial estimates. The valuation of residual legacies which have been notified to the charity but not yet included in the accounts may be affected by the impact of Covid 19 on financial markets and interest rates, however the impact of these movements has not been quantified at the reporting date due to the volatility and uncertainty of these changes.

d) Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in

furtherance of the objectives of the charity and have not been designated for other purposes. Designated funds comprise unrestricted funds which have been set aside by the Trustees for particular purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for specific purposes. Costs relating to such funds are charged against the specific fund. The aim and use of each fund is set out in Note 16.

e) Impairment of Freehold Property Assets

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

f) Assets under Construction

Assets under construction are shown at cost and are not depreciated until brought into operational use.

g) Stock

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

h) Income

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

i) *Legacies*

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

ii) *Donated Goods/Services*

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

iii) *Grants and Contracts*

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

iv) *New Branch Contribution (NBC)*

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

i) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Support and Governance costs have been allocated on the basis of spend to each of the four main programme areas (Service, Access, Influence, and Evidence) and to Fundraising activities; the allocation of support costs to Partnership activity is based on the contracted allowance for these costs in the Network Rail funding contract. The following specific policies apply to categories of expenditure:

i) *Grants*

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

ii) *Fundraising Costs*

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

iii) *Governance Costs*

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity to distinguish from those costs associated with fundraising or charitable activity. Included within

this category are costs associated with the strategic management of the charity's activities.

iv) Support Costs

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

v) Depreciation

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

Tangible Fixed Asset

Freehold Property	50 years
Leasehold Property	50 years
Computer Equipment	3 years
Telephony Platform	5 years
Office Equipment	4 years
Motor Vehicles	5 years

Intangible Fixed Assets

Website and Software Development	3-5 years
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j) Samaritans' Regions

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

k) Operating Leases

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

l) Foreign Currency

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

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

m) Pensions

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

n) Branches

The term 'branches' used throughout these Accounts refers to the branches of Samaritans, whose objectives are consistent with those of Samaritans. Note 19 provides information on branches which have joined the central charity during the year.

o) Taxation

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

p) Financial Instruments

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

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

Investments in subsidiary undertakings are held at cost less impairment.

q) Related party transactions

Trustee reimbursements are disclosed in note 6.

Otherwise, there have been no related party transactions in the reporting period that require disclosure.

2. Voluntary income

	All Funds 2020 £'000	All Funds 2019 £'000
2a. DONATIONS AND LEGACIES		
Donations - Individual Giving	6,946	6,444
Donations - Branches	219	30
Donations - Corporate	1,765	779
Gifts in Kind	53	368
Legacies	2,663	2,248
Total Donations	11,646	9,869

2b. Donated Services

A valuation has been undertaken of advertising, legal and training services donated to the charity during the year. This valuation has been included within income under 'Gifts in Kind' as above and within expenditure.

2c. Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy being received. At 31 March 2020, the charity had been notified of a further 60 legacies (2019: 63) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £2,189,000 (2019: £1,168,000).

2d. Grants

	All funds 2020 £'000	All funds 2019 £'000
Health Service Executive: Freecall Ireland	536	572
Ministry of Justice: HMPPS	496	561
Department of Health and Social Care: Samaritans Helpline call costs	425	395
The National Lottery Community Fund	275	-
Ministry of Justice: HMPPS (Safer Custody)	124	115
Welsh Government/LLywodraeth Cymru	120	120
Department of Health and Social Care (NSPA)	60	60
Irish Prison Service	41	26
Northern Ireland Prison Service	18	12
Department of Health (Northern Ireland)	12	12
Scottish Government (Freecall)	10	12
Scottish Prison Service	3	37
Ministry of defence: LIBOR funding	-	1,000
Department of Health and Social Care (IESD fund): Think Samaritans	-	173
Other grants	66	109
Total grants – Public body	2,186	3,204
Other grants	2,184	1,930
Total grants	4,370	5,134

3. Partnership income

New Branch Contribution is a payment by branches as a contribution to the services received, including the core technology platform. The New Branch Contribution amounted to £914,000 in 2019/20 (2018/19: £867,000) and is included within 'partnerships and other income'.

4. Investment income

	All funds 2020 £'000	All funds 2019 £'000
Cash or cash equivalents	46	36
Listed investments	17	15
Total investment income	63	51

5. Charitable expenditure

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

Ministry of Justice (HMPPS)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was for the delivery of emotional support to prisoners in distress or crisis in England and Wales. The funding received in 2019/20 is shown in note 2d. 2019/20 expenditure was £447,000 (2018/19: £535,000).

Ministry of Justice (HMPPS Safer Custody)

The HMPPS Grant was given to Samaritans in England and Wales by the Ministry of Justice. The grant was given to improve safer custody of prisoners. The funding received in 2019/20 is shown in note 2d. 2019/20 expenditure was £163,000 (2017/18: £62,000).

Scottish Government Freecall

The Scottish Government grant was a contribution to Freecall. Expenditure during the year totalled £10,000 (2018/19: £12,000).

Department of Health and Social Care (DHSC) funded projects

National Suicide Prevention Alliance- NSPA

NSPA is an alliance of organisations which aims to reduce the number of suicides in England and improve support for those affected by suicide. The DHSC is a member of the NSPA and contributed £60,000 during the year towards delivering the alliance's work-plan of national priorities. Expenditure during the year towards the project totalled £60,000 (2018/19: £60,000).

Samaritans Helpline Costs

The funding received from DHSC as a contribution towards the overall cost of running the Samaritans' helpline is shown in Note 2d above. Expenditure during 2019/20 was £425,000 (2018/19: £395,000).

6. Net income for the year

This is stated after charging:

	All funds 2020 £'000	All funds 2019 £'000
External auditor – audit fees	27	32
External auditor – tax advisory and other financial services	2	2
	29	34
Depreciation of tangible fixed assets	410	425
Amortisation of intangible fixed assets	128	8
Operating lease rentals	208	210

The Directors of the charitable company are the trustees under charity law and receive no remuneration. It is the policy of the charity to reimburse all volunteer expenses in full. During the year 16 (2019: 16) Samaritans' Trustees received reimbursement for attending meetings, telephony and other incidentals amounting to £17,000 (2019: £20,000).

The company has taken out insurance to protect the Trustees at a cost of £3,100 (2019: £3,000).

7. Breakdown of costs by activity

Current year

	Direct costs 2020 £'000	Support costs 2020 £'000	All costs 2020 £'000
Expenditure on:			
Raising funds			
General fundraising	3,346	988	4,334
Charitable activities			
Service	5,090	1,412	6,502
Access	4,831	131	4,962
Influence	2,325	625	2,950
Evidence	305	90	395
Total expenditure	15,897	3,246	19,143

	Unrestricted funds 2020 £'000	Restricted funds 2020 £'000	All funds 2020 £'000
Expenditure on:			
Raising funds	4,334	-	4,334
Charitable activities	10,499	4,310	14,809
Total expenditure	14,833	4,310	19,143

Analysis of support costs:

	Fundraising 2020 £'000	Service 2020 £'000	Access 2020 £'000	Influence 2020 £'000	Evidence 2020 £'000	Total 2020 £'000
Finance and other corporate services	119	170	19	75	11	394
IS	368	526	47	231	33	1,205
Transformation*	7	10	1	5	1	24
HR	140	200	18	89	13	460
Facilities	198	283	26	126	18	651
Governance	156	223	20	99	14	512
Support costs	988	1,412	131	625	90	3,246

During 2019/20, fundraising costs amounted to £4.3 million which represents an increase of £1.1 million on the previous year. This increase reflects a significant investment in broadening our donor base and developing new fundraising products and activities, to achieve sustainability and growth in future years.

Prior year

	Direct costs 2019 £'000	Support costs 2019 £'000	All costs 2019 £'000
Expenditure on:			
Raising funds			
General fundraising	2,527	724	3,251
Charitable activities			
Service	4,904	1,219	6,123
Access	5,628	364	5,992
Influence	2,228	597	2,825
Evidence	243	69	312
Total expenditure	15,530	2,973	18,503

	Unrestricted funds 2019 £'000	Restricted funds 2019 £'000	All funds 2019 £'000
Expenditure on:			
Raising funds	3,239	12	3,251
Charitable activities	11,368	3,884	15,252
Total expenditure	14,607	3,896	18,503

Analysis of support costs:

	Fundraising 2019 £'000	Service 2019 £'000	Access 2019 £'000	Influence 2019 £'000	Evidence 2019 £'000	Total 2019 £'000
Finance and other corporate services	97	163	52	80	9	401
IS	252	425	126	208	24	1,035
Transformation*	15	25	7	12	1	60
HR	102	172	51	84	10	419
Facilities	133	224	66	110	13	546
Governance	125	210	62	103	12	512
Support costs	724	1,219	364	597	69	2,973

* Transformation refers to the costs incurred in changes to our ways of working across the organisation. Support costs have been apportioned to the charitable activities on the basis of underlying direct costs.

8. Staff costs

	All funds 2020 £'000	All funds 2019 £'000
Staff costs		
Wages and salaries	7,759	7,225
Social security costs	810	774
Other pension costs	349	303
Agency staff	264	140
Total staff costs	9,182	8,442

Staff numbers	2020	2019
£140,001-£150,000	1	0
£130,001-£140,000	0	1
£100,001-£110,000	3	3
£90,001-£100,000	1	1
£70,001-£80,000	0	2
£60,001-£70,000	10	6
	15	13

The highest paid employee was the Chief Executive Officer who was paid a total of £141,000 during the year (2019: £137,000).

Pay and on-costs incurred during the year in relation to key management personnel totalled £941,000 (2019: £891,000).

Termination payments totalling £52,000 (2019: £58,675) were paid during the year, relating to employees leaving the charity.

Pension Costs

The pension contributions for the 14 employees (2019: 13) earning more than £60,000 in the year amounted to £65,000 (2019: £61,000).

Employee Numbers

The average full-time equivalent number of employees during the year was 197 (2019: 189). The average number of employees in post during the year was 225 (2019: 202).

9. Tangible fixed assets

Group

Cost	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Total £'000
At 1 April 2019	9,522	680	478	948	443	12,071
Additions	80	-	-	-	28	108
Disposals	-	-	-	-	-	-
At 31 March 2020	9,602	680	478	948	471	12,179
Depreciation						
At 1 April 2019	1,813	28	462	695	406	3,404
Charge for the year	167	14	16	192	21	410
Disposals	-	-	-	-	-	-
At 31 March 2020	1,980	42	478	887	427	3,814
Net book value						
At 31 March 2020	7,622	638	-	61	44	8,365
At 31 March 2019	7,709	652	16	253	37	8,667

Charity

Cost	Freehold property £'000	Leasehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Total £'000
At 1 April 2019	9,522	680	478	948	293	11,921
Additions	80	-	-	-	28	108
Disposals	-	-	-	-	-	-
At 31 March 2020	9,602	680	478	948	321	12,029
Depreciation						
At 1 April 2019	1,813	28	462	695	260	3,258
Charge for the year	167	14	16	192	19	408
Disposals	-	-	-	-	-	-
At 31 March 2020	1,980	42	478	887	279	3,666
Net book value						
At 31 March 2020	7,622	638	-	61	42	8,363
At 31 March 2019	7,709	652	16	253	33	8,663

*Depreciation at 1 April 2019 for freehold property, includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review 2012/13.

10. Intangible fixed assets

Group & Charity

	Website and software development £'000
Cost	
At 1 April 2019	318
Additions – New software	127
Additions – Work in progress	693
Disposals	-
At 31 March 2020	1,138
Depreciation	
At 1 April 2019	8
Charge for the year	128
Disposals	-
At 31 March 2020	136
Net book value	
At 31 March 2020	1,002
At 31 March 2019	310

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

11. Fixed asset investments

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Market value at 1 April	4,272	4,200	4,269	4,186
Acquisition at cost	884	1,114	883	1,115
Disposals at carrying value	(869)	(1,103)	(868)	(1,103)
Net investment gains/losses	(10)	61	(9)	71
Market value at 31 March 2020	4,277	4,272	4,275	4,269
	2020 £'000	2020 %	2019 £'000	2019 %
Cash and cash equivalents				
CCLA COIF charities deposit fund	2,970	69.4	2,960	69.3
Portfolio managed by Hambros investments	481	11.3	379	8.9
Scotland endowed fund	2	0.0	3	0.1
Other investments	-	0.0	1	0.0
Total	3,453	80.7	3,343	78.3
Listed investments				
Portfolio managed by Hambros investments	812	19.0	914	21.3
Other quoted equities	12	0.3	15	0.4
Total	824	19.3	929	21.7
Total investments	4,277	100.0	4,272	100.0

Investments held by the charity include a £100 investment (2019: £100) in the subsidiary company at cost, as referred to in Note 17.

12. Debtors

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Trade debtors	993	2,229	1,306	696
Regions and branches	18	59	18	188
Gift Aid	405	176	405	357
Legacies	47	147	47	30
Accrued income	367	271	367	8
VAT, payroll tax, social security and pensions	6	-	-	68
Other debtors	10	6	7	10
Intercompany	-	-	469	111
Prepayments	313	355	308	201
Total debtors	2,159	3,243	2,927	1,669

13. Creditors

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Social security and taxes	201	374	201	380
Regions and branches	-	11	-	-
Trade creditors	809	620	679	448
Accrued expenditure	1,028	666	997	645
Intercompany	-	-	58	6
Other creditors	150	-	150	-
Total creditors	2,188	1,672	2,085	1,479

14. Deferred income

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
At 1 st April	1,773	331	109	109
Income recognised in the year	(1,423)	(2,036)	(102)	(426)
Income deferred in the year	324	3,478	175	427
At 31st March 2020	674	1,773	182	110

Total deferred income includes £306,000 (2019: £1,664,000) Network Rail deferred income within The Samaritan Enterprises Limited.

15. Financial and other commitments

15a. Operating leases

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

	Group 2020 Land and buildings £'000	Group 2020 Other £'000	Group 2019 Land and buildings £'000	Group 2019 Other £'000	Charity 2020 Land and buildings £'000	Charity 2020 Other £'000	Charity 2019 Land and buildings £'000	Charity 2019 Other £'000
Operating lease commitments								
Within one year	220	11	141	11	188	11	116	11
Between two and five years	461	7	329	16	403	7	289	20
Over five years	202	-	33	2	202	-	-	-
Total	883	18	503	29	793	18	405	31

16. Financial instruments

At the balance sheet date, the charity held financial assets at amortised cost of £11,925,000 (2019: £11,459,000), financial assets at fair value through income or expenditure of £4,277,000 (2019: £4,272,000) and financial liabilities at amortised cost of £1,987,000 (2019: £1,297,000).

17. Reconciliation of reserves

Current year

	At 31 March 2019 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2020 £'000
Unrestricted					
General fund	6,583	15,069	(13,168)	(65)	8,419
Designated fund – Tangible and intangible fixed assets	8,977	928	(538)	-	9,367
Designated fund – Property maintenance fund	900	-	(100)	-	800
Designated fund – Digital	864	-	(620)	-	244
Designated fund – There for Everyone	1,164	250	(407)	27	1,034
Total unrestricted funds	18,488	16,247	(14,833)	(38)	19,864
Restricted					
Public body funds	2,113	2,400	(3,153)	(4)	1,356
Other restricted funds	412	1,830	(961)	42	1,323
Branch technology fund	558	86	(194)	-	450
BEF	79	-	(2)	-	77
Total restricted funds	3,162	4,316	(4,310)	38	3,206
Total funds	21,650	20,563	(19,143)	-	23,070

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2020 £'000	Total 2019 '000
Tangible and Intangible fixed assets	-	9,367	-	9,367	8,977
Investments	4,277	-	-	4,277	4,272
Net current assets	4,142	2,078	3,206	9,426	8,401
Total	8,419	11,445	3,206	23,070	21,650

Transfers between general funds and restricted funds relate to Central Charity contributions to restricted projects.

Prior year

	At 31 March 2018 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2019 £'000
Unrestricted					
General fund	5,706	14,341	(13,517)	53	6,583
Designated fund – Tangible and intangible fixed assets	8,213	871	(425)	318	8,977
Designated fund – Property maintenance fund	1,400	-	(105)	(395)	900
Designated fund – Digital	864	-	-	-	864
Designated fund – There for Everyone	851	873	(560)	-	1,164
Total unrestricted funds	17,034	16,085	(14,607)	(24)	18,488
Restricted					
Public body funds	1,875	3,110	(2,872)	-	2,113
Other restricted funds	335	950	(896)	24	413
Branch technology fund	448	237	(128)	-	557
BEF	79	-	-	-	79
Total restricted funds	2,737	4,297	(3,896)	24	3,162
Total funds	19,771	20,382	(18,503)	-	21,650

Represented by:

	General Funds £'000	Designated funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 '000
Tangible and Intangible fixed assets	-	8,977	-	8,977	8,213
Investments	4,272	-	-	4,272	4,200
Net current assets	2,311	2,928	3,162	8,401	7,358
Total	6,583	11,905	3,162	21,650	19,771

17a. Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – Tangible fixed assets	This designated fund comprises unrestricted expenditure in the purchase of the Group's tangible fixed assets to invest in the charity's future capacity and growth. These are therefore not readily available for other purposes. During the year, tangible fixed assets (primarily property assets) from branches joining the central charity were added to this fund. Fixed asset expenditure financed from restricted funds is shown within the restricted fund balances.
Designated Fund – Property Maintenance Fund	This designated fund has been established utilising cash assets transferred from branches joining the central charity. The fund will be used to ensure the ongoing maintenance, safety and suitability of branch properties for delivering Samaritans' services into the future, as well as to cover any costs incurred for dilapidations on properties leased by the branches.
Designated Fund - Digital	This designated fund will be used to make our service more accessible to a larger number of people through using digital technology to create new communication channels for the service. It was established by a transfer of funds from the Claire Squires Fund and through a generous donation of £400,000 from the Isle of Man branch to invest in the development of the service. We anticipate that this fund will be fully utilised in 2020/21.
Designated fund – There for Everyone	This designated fund will be used to support There for Everyone programme to help us make a step change in our ability to offer our callers greater choice in how they access our services, raising awareness and reaching more people through the education and information we provide, as well as creating flexible ways to volunteer with us that fit better with our modern lives.

17b. Restricted funds

Public Body Funds	These funds represent a number of donations which carry specific restrictions by the donor. They are received from public bodies or non-departmental public bodies. Funders include the Big Lottery Fund, HSE Ireland, the Ministry of Justice (NOMS), the Ministry of Defence, the Department of Health and the Welsh and Scottish Governments.
Other Restricted Funds	These funds represent a number of donations received which carry specific restrictions imposed by the donor. They are mainly received from Corporate or Trust donors.
Branch Technology Fund	This is to part-fund an update to technology in branches, so that it is more reliable, more secure, easier to use, more accessible and better supported.
Branch Emergency Fund (BEF)	This fund (formerly called Branch Support Fund) is set aside to meet emergency financial needs of the branches.

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.

The charity's income amounted to £18,764,000 (2019: £18,049,000), expenditure amounted to £17,426,000 (2019: £16,185,000) and an individual charity surplus of £1,338,000 (2019: surplus of £1,864,000), before transfers and other recognised gains/losses.

Samaritans recharged expenditure of £875,000 to its subsidiaries during the year (2019: £872,000) and made payments to its subsidiaries of £163,000 (2019: £130,000). The Samaritans Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2020 this amounted to £451,000 (2019: £136,000). At the year-end, £724,000 was due from Samaritans subsidiaries (2019: £626,000).

(b) The Samaritans Enterprises Limited

Company number: 01451175

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

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

The Samaritan Enterprises Limited's income amounted to £1,733,000 (2019: £1,745,000), expenditure amounted to £1,281,000 (2019: £1,609,000) and a surplus of £451,000 was generated (2019: surplus of £136,000), before transfers and other recognised gains/losses. At 31 March 2020 assets were £1,744,000 (2019: £1,744,000) and liabilities were £1,744,000 (2019: £1,744,000).

A Memorandum of Understanding has been agreed with Samaritans Central Charity to deliver certain requirements of the Network Rail contract. In accordance with this agreement, services of the central charity have been procured. As such, this year's accounts include inter-company charges of £875,000 (2019: £872,000).

(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 £951,000 (2019: £908,000), expenditure amounted to £844,000 (2019: £904,000) and a surplus of £107,000 was generated (2019: surplus of £4,000), before transfers and other recognised gains/losses. At 31 March 2020 assets were £779,000 (2019: £643,000), liabilities were £72,000 (2019: £43,000) and total funds were £708,000 (2019: £600,000).

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

(d) Samaritans in Scotland

Scottish Charity No: SC009843

Samaritans in Scotland was incorporated as a Scottish Charitable Incorporated Organisation on 11 March 2014. Samaritans provides its principal funding and is able to exert control through specific provisions in the SCIO constitution. The address of the registered office is 12 Belford Terrace, Edinburgh EH4 3DQ.

Samaritan Scotland's income amounted to £58,000 (2019: £72,000), expenditure amounted to £68,000 (2019: £62,000) resulting in a deficit of £10,000 (2019: surplus of £10,000), before transfers and other recognised gains/losses. At 31 March 2020 assets were £54,000 (2019: £68,000), liabilities were £0 (2019: £4,000) and total funds were £54,000 (2019: £64,000).

19. Custodian trusteeship

The Charity no longer acts as Custodian Trustee for Samaritans branches.

20. Affiliated and Central Charity branches

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

During the year 3 branches completed this process with 2 branches affiliating and one branch joining Samaritans Central Charity (SCC). Net assets transferred from this 'SCC' branch to the central charity have been measured at fair value and are shown within income on the Statement of Financial Activities. 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 Samaritan's 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 page 70, and SCC branches are indicated on this list.

Reference and administrative details

Patron: HRH The Prince of Wales

Founder: The Late Prebendary Dr Chad Varah CH CBE MA

Company name: Samaritans

Registered address and principal office

The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF

Registered charity: 219432

Company number: 757372

Scottish charity number: SC040604

Website: samaritans.org

Board of Trustees

Jenni McCartney (Chair)

Laura Bunt

Mandy Perrin (resigned 5 April 2019)

Philip Cliff

Simon Salem

Dr Jackie Craissati MBE

Angela Slaven (from 17 April 2019)

Eleanor Farrell

Natalie Stevenson

Jayne Finch

John Tennent

Andrew Kean (resigned 11 May 2020)

Monica Turner

Ana Laing

Giles Wilmore

Gaia Marcus

Regional Directors (as at 31 March 2020)

Monica Turner (Chair of Regional Directors)

East

John Humpston (stepped down 17 November 2019)

Mark Smith

East Midlands

Anne Rose (stepped down 30 September 2019)

Mathew Shepherd

Ireland¹

Cindy O'Shea (stepped down 31 May 2019)

Joanna Emerson

London

Patricia Barnes (stepped down 30 September 2019)

Ann McLaughlin

North

Margaret Horrocks

North West

Eileen Brierley

Scotland

Catherine Simpson

South

Pam Nicholl (stepped down 7 April 2019)

John McNeil

South East

Will Merrifield

South West

Janet Opie (stepped down 23 September 2019)

Penny Church

Wales and the Marches

Joanna Emerson

West Midlands

Lesley Brown

Yorkshire and Humberside

Anne Nettleship

¹ Republic of Ireland and Northern Ireland from 01 April 2020

Samaritans Senior Staff

Chief Executive Officer – Ruth Sutherland

Deputy CEO & Executive Director of Strategic Partnerships – Fiona Malcolm (left 29 May 2019)

Chief Operating Officer – Gareth Germer

Executive Director of Corporate Services and Company Secretary – Graeme Danton (joined 1 April 2019)

Executive Director of External Affairs – Paul McDonald

Executive Director of Income & Finance – Ward Sparrow (left 8 April 2019)

Executive Director of Income – Sonya Trivedy

Executive Director for Ireland – Niall Mulligan (joined 29 July 2019)

Executive Director for Scotland – James Jopling (left 30 August 2019), Rachel Cackett (joined 20 January 2020)

Executive Director for Wales – Sarah Stone

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

HSBC Bank Plc, One London Square, Cross Lanes, Guildford, Surrey GU1 1UN

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

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

Samaritans branches

There are 201 Samaritans branches across the UK and the Republic of Ireland, providing round-the-clock support whenever and however people need it.

- Aberdeen
- Aberystwyth*
- Ashford & Tenterden
- Athlone & Midland
- Ayrshire
- Ballymena
- Banbury & District*
- Bangor & North Down
- Barrow, Furness & South Lakes*
- Barnsley
- Basildon & Thurrock*
- Basingstoke*
- Bath & District
- Bedford*
- Belfast
- Bexley & Dartford*
- Birmingham
- Blackburn with Darwen, Hyndburn & Ribble Valley
- Blackpool, Fylde & Wyre
- Bognor Regis, Chichester & District*
- Bolton
- Borders*
- Boston, Lincolnshire*
- Bournemouth & District*
- Bracknell, Wokingham, Ascot & Districts
- Bradford
- 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 Surrey
- Edinburgh and the Lothians
- Elgin*
- Ennis & Clare
- Exeter, Mid & East Devon
- Falkirk & Central Scotland
- Farnborough & District*
- Festival*
- Folkestone, Dover & Hythe
- Galway
- Glasgow
- Gloucester & District*
- Grantham
- Great Yarmouth*

- Grimsby, Cleethorpes & District*
- Guernsey
- Guildford
- Halifax & Calderdale
- Harrogate & District
- Harrow
- Hastings & Rother
- Havering (Romford)*
- Herefordshire
- Herts & Essex (Ware)
- Hillingdon
- Horsham & Crawley
- Huddersfield
- Inner South West London
- Inverclyde*
- Inverness
- Ipswich and East Suffolk
- Isle of Man
- Isle of Wight*
- Jersey
- Kerry
- Kettering & District
- Kilkenny and Carlow
- King's Lynn
- Kingston upon Hull
- Kingston upon Thames
- Kirkcaldy & District*
- Lanarkshire in Hamilton*
- Lancaster & District
- Leatherhead & Mid-Surrey
- Leeds*
- Leek & District
- Leicester, Leicestershire & Rutland
- Lewisham, Greenwich & Southwark
- Limerick & Tipperary
- Lincoln*
- Liverpool & Merseyside
- Lowestoft & Waveney District*
- Luton, South Beds & Harpenden
- Macclesfield & District
- Maidstone & Weald
- Manchester & Salford
- Mansfield*
- Medway, Gravesham & Swale*

- Mid-Cheshire
- Milton Keynes
- Newbridge & Kildare
- Newbury
- Newport & Gwent
- Newry
- North Devon & North Cornwall
- North East Wales*
- North Herts & Stevenage
- North London (Enfield, Haringey & Barnet)
- North West Surrey*
- North West Wales
- Northallerton & The Dales
- Northampton
- Northumbria*
- Norwich
- Nottingham
- Omagh
- Orkney*
- Oxford
- Pembrokeshire
- Pendle, Burnley, Craven & Rossendale
- Perth
- Peterborough & District
- Plymouth, East Cornwall & South West Devon
- Portsmouth & East Hampshire
- Powys in Llandrindod Wells
- Preston & District
- Reading
- Redbridge*
- Rochdale, Oldham & District*
- Rotherham
- Salisbury & District
- Scarborough
- Scunthorpe*
- Sheffield
- Shetland
- Shrewsbury
- Sligo
- Slough, Windsor & Maidenhead
- Solihull*
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- Tamworth
- Taunton & Somerset
- Teeside (Middlesbrough)*
- Telford
- Tunbridge Wells & District
- Tyneside*
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- Walsall & District*
- Waltham Forest (Leyton)*
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- Waterford & the South-East
- West Cumbria

- Western Isles
- Weston Super Mare & North Somerset
- Wigan
- Winchester & District
- Wolverhampton
- Worcester
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** These branches are part of Samaritans Central Charity as at 31 March 2020.*

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