

**Prebendary Dr Chad Varah, CH, CBE, MA**

Founder of Samaritans

12<sup>th</sup> November 1911 - 8<sup>th</sup> November 2007

# **Samaritans**

# **Annual Report & Accounts**

# **2007/08**

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Samaritans is available 24 hours a day to provide confidential emotional support for people who are experiencing feelings of emotional distress or despair, including those which may lead to suicide.

Samaritans vision is for a society in which:

- Fewer people die by suicide;
- People are able to explore their feelings; and
- People are able to acknowledge and respect the feelings of others

Our values are based on these beliefs:

- The importance of having the opportunity to explore difficult feelings;
- That being listened to, in confidence, and accepted without prejudice, can alleviate despair and suicidal feelings; and
- That everyone has the right to make fundamental decisions about their own life, including the right to die by suicide

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Call us:  
UK: 08457 90 90 90  
RoI: 1850 60 90 90

Text us:  
UK: 07725 90 90 90  
RoI: 0872 60 90 90

Write to us:  
Chris, PO Box 9090, Stirling, FK8 2SA

Email us:  
[jo@samaritans.org](mailto:jo@samaritans.org)

Or visit us at one of the 202 branches across the UK and Ireland

## **List of Contents**

1	Samaritans' Mission, Vision & Values with Samaritans' Support Contact Details
2	List of Contents
3	Reference & Administrative Details
4	Letter from the Chair of Samaritans
5	Message from Samaritans' Chief Executive
6 – 7	Overview of Samaritans
8	Samaritans in Numbers
9 – 16	Performance against Objectives
17	Factors Affecting Achievement of Objectives
18 – 19	Future Plans
20 – 22	Structure, Governance & Management
23 – 25	Financial Review
26	Statement of Trustees responsibilities in Respect of the Accounts
27	Independent Auditors' Report to the Members of Samaritans
28	Consolidated Statement of Financial Activities
29	Balance Sheet
30	Group Cash Flow Statement
31 – 41	Notes to the Accounts
42	<i>{This page has been left intentionally blank}</i>
43	List of Branches
44 – 45	Donors & Supporters

## Reference and Administrative Details

**Patron:** HRH The Prince of Wales  
**Founder:** Prebendary Dr Chad Varah CH CBE MA (Deceased 8 November 2007)  
**Chair:** Steve Evans

**Registered Address**                      The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF  
Registered Charity: 219432  
Company Number 757372  
Website: [www.samaritans.org](http://www.samaritans.org)

### Board of Trustees

Stephen Evans (Appointed 21 October, 2001)	Joseph Ralph Homer (Reappointed 8 July, 2006)
Adrian Arnold (Reappointed 8 July, 2006)	Professor Stephen Platt (Appointed 1 December, 2007)
Heather Auton (Reappointed 7 July, 2007)	Timothy Sexton (Appointed 21 September, 2003)
Nicola Cornelius (Reappointed 8 July, 2006)	Dr Mike Shooter (Appointed 1 December, 2007)
Norman Craig (Reappointed 8 July, 2006)	Dr Paul Stollard (Appointed 28 January, 2006)
Alison Davenport (Reappointed 7 July, 2007)	Jacqueline Sweeney (Appointed 27 March, 2006)
Bryn Davies (Appointed 20 March, 2006)	Michael Varah (Deceased 2 April, 2007)
Sir Roderick Floud (Resigned 7 July, 2007)	Valerie Waby (Reappointed 7 July, 2007)

### Regional Representatives

Raymond (Russell) Lodge (East)	Kate Russell (Scotland)
Liz Gibson (East Midlands)	Chris Packer (South)
Anita Lawlor (Ireland)	Patricia Lamplugh (South East)
Gerard Hargreaves (London)	Stephan (Paul) Stockton (Wales and the Marches)
Karen Edmonds (North)	Mary Sargeant (South West)
Mike Southwell (North East)	Marian Cuff (West Midlands)
Fiona (Sophie) Andrews (North West)	

### Samaritans Senior Staff

Chief Executive Officer:	Dominic Rudd
Director of Finance & Infrastructure & Company Secretary:	Peter Collins
Director of Fundraising & External Relations:	Jeremy Payne (to 20 December 2007)
Director of Fundraising & Communications	Rachel Kirby-Rider (from 1 January 2008)
Director of Service Support:	Joy Field
Director for Ireland	Suzanne Costello

**Bankers:** Lloyds TSB Bank plc, 123 High Street Slough SL1 1DH  
**Auditors:** Deloitte & Touche LLP, Hill House 1 Little New Street London EC4A 3TR  
**Solicitors:** K&L Gates, 110 Cannon Street London EC4N 6AR  
Bates Wells & Braithwaite, 2-6 Cannon Street, London EC4M 6YH  
**Investment Managers:** Singer & Friedlander Investment Management, One Hanover Street, London W1S 1AX

## Letter from the Chair of Samaritans

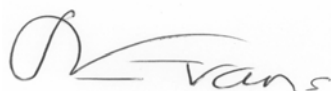
On 8 November 2007 Chad Varah died peacefully in his sleep aged 95. It was Chad's inspiration and untiring determination that created Samaritans. He set up the world's first telephone support line to befriend the suicidal and despairing in 1953. His vision and determination saw Samaritans grow to become a household name with over 200 branches in the UK and Ireland and an international arm operating in 39 countries. In 54 years, his founding work has helped literally millions of people around the world.

I am pleased to say that the charity Chad founded continues to go from strength to strength. During 2007 Samaritans volunteers responded to more contacts than ever before – more than 5.3 million contacts by telephone, e-mail, letter, face-to-face and by text message. Across the organisation volunteers at branch and regional level have worked together with staff at the central office to find new ways of reaching those people in distress and despair.

In Bridgend volunteers from the local branch (together with those from Cardiff, Swansea, Newport, Haverford West, Brecon & Radnor and Hereford) took to the streets to engage with the community, offer emotional support and increase awareness of Samaritans support service. In the North East Samaritans signs have been erected on the Tyne Bridge in an effort to encourage people with suicidal feelings to seek help. Similar signs have been placed at the Cliffs of Moher in Western Ireland. An idea from Brighton Branch led to the development of a new partnership between Samaritans and Her Majesty's Court Services to ensure that jurors have access to emotional support once jury service is over. In Ireland Coleraine branch played a leading role in developing a new information pack aimed at providing emotional support to young people starting higher education.

My thanks go to all the volunteers involved in these and indeed all the initiatives which have started up during 2007/08 as well as all the volunteers who have given time to ensure that the service is available 24 hours a day, 365 days a year and the growing number of support volunteers who are so effective in easing the administrative burden of running the branches. And of course none of this would be possible without the help of our supporters and donors.

As I come to the end of my time as Chair of Samaritans I am proud to see how the charity has risen to the challenges raised by the changes in the world around us. In recent years Samaritans has had to face some difficult choices and that it has emerged stronger and better able to face the future has been made possible by the hard work and co-operation of volunteers and staff. There is still much to do but it is our honour and determination to carry on Chad's work in the way he would have liked.



Steve Evans  
Chair, Samaritans

## Message from Samaritans' Chief Executive

November 2007 was a particularly significant month for Samaritans bringing with it both sadness but also a sense of renewal. The death of our Founder gave us the opportunity to remember his remarkable achievements and celebrate his life. I feel very privileged to have met Chad in the summer of 2007. He was quite simply an extraordinary man. His vision – of a society in which people were able to explore their feelings without fear or prejudice – has touched millions of people. His legacy is that of a strong charity which seeks to reduce the numbers of people dying by suicide and to make expressing feelings part of everyday conversation.

November also saw the Board of Trustees agree to the extension of our award winning SMS text message service throughout the organisation. By March 2009 we expect to double the number of branches to 60 branches providing emotional support through the medium of texting. Between April 2007 and March 2008 we received around 132,000 texts despite the fact that the service was not being actively advertised. We are seeing around 100 new service users a month coming to us through word of mouth, which is a good measure of the need for this service. My thanks to all the staff and volunteers, who have worked so hard to ensure the success of this project. Chad would surely approve of this innovation.

This year has seen Samaritans take two major steps towards ensuring that we deliver a high quality service. A new quality assurance system based on self assessment was introduced which is already having a positive impact in helping branches to gauge the quality of the service they provide and to assist them in future planning. We also started a two-year independent evaluation of Samaritans emotional support service, which is designed to measure the efficacy and impact of what we do. These two measures demonstrate how seriously we take our commitment to offering a relevant and high quality service to those that call us.

Our fundraising team exceeded our income targets for the year. The charity's finances have been further strengthened through cost controls and as a result we have seen an improvement in our reserves position. This healthier picture gave us the confidence to make further investment in fundraising aimed at increasing levels of longer term, more predictable income for the future. This more stable financial base puts us in a better position to meet the challenges of the current economic climate whilst allowing us to start investing in initiatives to expand our work with those in emotional distress and despair who may be at risk of suicide.

Volunteers are central to the work of Samaritans both in terms of service delivery and determining the future direction of the organisation. Although we saw a small fall in the number of volunteers in 2007 from the previous year, we saw both an increase in the number of enquiries from potential volunteers and an increase in the number of new volunteers who trained during the year. On a personal level, I felt very privileged, if not a little relieved, at passing the selection and training as a volunteer at the Horsham and Crawley branch. I am deeply grateful for the way that the branch welcomed and supported me through the ten months that I spent with them on the roster, delivering the service. It gave me a very good insight into what it means to be a Samaritans volunteer and in understanding the unique service that we offer to those that contact us.

Samaritans moves into our next financial year in a confident and optimistic mood and I very much look forward to the opportunities and challenges that we face. Drawing on the enthusiasm and hard work of both volunteers and staff I am confident that we will achieve what we have set out to do.



Dominic Rudd  
Chief Executive

## Overview of Samaritans

Samaritans is a national charity and the co-ordinating body for the 202 Samaritans branches in the UK, the Republic of Ireland, the Channel Islands and the Isle of Man, each of which is an independent charitable organisation. This includes 2 “non-brick” branches (Festival and Correspondence). The branches are organised and work together in 13 geographic regions (see next page for a map of the regions) to offer emotional support services (see page 43 for full list of branches).

Samaritans provides completely confidential emotional support 24 hours a day by telephone, personal visit, email, and letter, through its branch network – support that includes outreach activity at festivals and outside our centres in prisons, hospitals, schools, the workplace and with homeless people. Since 1 May 2006 Samaritans has been piloting an SMS text messaging service to offer emotional support and will start to extend this service across the organisation during 2008/09.

Our purpose is to:

- enable persons who are experiencing feelings of distress or despair, including those who may be at risk of suicide, to receive confidential emotional support at any time of the day or night from appropriately trained Samaritans in order to improve their emotional health and to reduce the incidence of suicide; and
- promote a better understanding in society of suicide, suicidal behaviour and the value of expressing feelings which may otherwise lead to suicide or impaired emotional health.

Most of the contacts to Samaritans are currently by telephone (95% of all contacts), which are at their peak between 9pm and 2am. People can choose to call

a local branch number at local rates, or the national number at rates set by the caller’s telecoms provider. Details of these costs are regularly updated on Samaritans’ website. The call distribution system routes calls from branches which are busy to branches available to answer the calls. This is at no cost to the caller and is paid by Central Office from unrestricted funds.

People contact Samaritans about a wide range of issues including depression, relationship and family issues, loneliness, physical and mental health issues, alcohol, drugs, self-harm, financial worries, illness and exam pressures as well as suicidal thoughts and feelings.

On average each branch has 82 volunteers (down from 84 in 2006), although branches range in size from 498 at the Central London branch to 12 at the Western Isles branch. On average each branch dealt with 26,200 contacts in 2007 compared to 25,800 contacts in 2006.

Samaritans has been working in prisons since 1991. The Listener Scheme is a peer support scheme whereby selected prisoners are trained and supported by Samaritans to listen in complete confidence to their fellow prisoners. Across the organisation branch prison teams support 166 prison establishments of which 143 have Listener schemes.

Over the course of more than 50 years of supporting people, Samaritans has gained a wealth of experience in listening and communicating, skills which can be of benefit in many situations especially in the work place. Based on this experience Samaritans has developed a range of external training courses which are sold to businesses and organisations to help them to improve communications and in

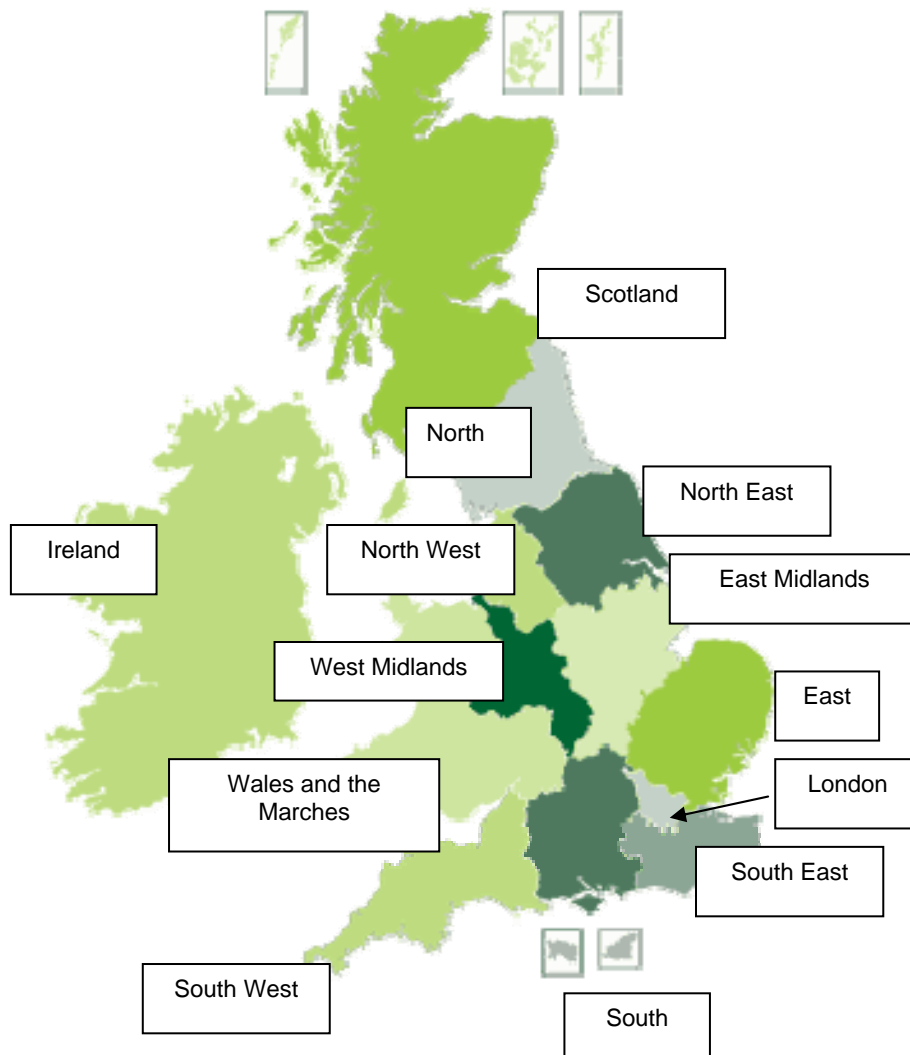
turn enable them to do their jobs more effectively.

In 2003, Samaritans took over the work of maintaining the network of international centres that makes up Befrienders Worldwide. This is a network of more than 400 volunteer centres in 39 countries across 6 continents, providing help to those in need of emotional support, in order to reduce the number of people who die by suicide, and enable people to explore their feelings in a confidential and non-judgmental environment.

Samaritans Central Office, based in Surrey, provides support to branches,

regional representatives and officers and the Board of Trustees on a range of issues from caller care, support services, statistics, publicity and fundraising, to legal and financial matters. It is also responsible for a number of co-ordinating functions such as the development and maintenance of the national number in the UK, the website, research, development and evaluation, the annual conference and governance. There are also staff based in Scotland and Ireland, who provide support to those regions and advice on those regions to the central charity.

### Samaritans UK & Republic of Ireland – Regional Structure



## Samaritans in Numbers

	2007	Year on Year Change (%)	2006
Total number of contacts <sup>1</sup>	5,320,000	↑ 2.1%	5,210,000
Number of telephone dialogue contacts <sup>2</sup>	2,485,000	↓ 0.2%	2,490,000
Number of email contacts <sup>3</sup> :	228,600	↑ 25.2%	184,000
Number of face-to-face contacts	39,300	↓ 11.1%	44,200
Number of contacts by letter	1,600	↑ 18.0%	1,300
Number of contacts by SMS text <sup>4</sup>	131,700		N/A
Percentage of contacts where contact was suicidal <sup>5</sup>	21%		20%
Number of Listener contacts <sup>6</sup>	100,000	↓ 2.9%	103,000
Number of Volunteers	16,500	↓ 1.8%	16,800
Ratio of staff to volunteers <sup>7</sup>	1 to 220		1 to 233
Average number of volunteers per branch	82	↓ 2.4%	84
The largest branch	CLB 498 Volunteers		CLB 522 Volunteers
The smallest branch	Western Isles 12 Volunteers		Western Isles 11 Volunteers
Value of volunteer time to the organisation	£23.3 million	↓ 8.3%	£25.4 million
Telephone engaged rate <sup>8</sup>	6.6%		4.2%

1. Includes telephone, email, letter, face-to-face, text message contacts and contacts where no dialogue took place recorded by branches
2. Telephone calls are divided into dialogue calls and short duration calls where the contact is broken within the first few minutes by the person contacting Samaritans
3. The email figures are based on total number of emails received rather than the number of responses sent. This figure therefore differs from the number of emails recorded at the branches and included in the total number of contacts.
4. SMS text message service is still in pilot phase involving 30 branches; the number of text messages is based on the number of messages received rather than the number of responses sent. This figure therefore differs from the number of messages recorded at the branches and included in the total number of contacts.
5. Refers to telephone and email contacts only
6. Estimated figure based on returns received (England and Wales)
7. Based on total number of active and inactive volunteers reported by Branches.
8. Excludes data for Republic of Ireland

## Performance against Objectives

During 2007/08 Samaritans' work was guided by the following themes: Access and Availability, Quality and Consistency, Sustainability and Capacity, and Organisation and Structure. Our achievements and performance against objectives are reported below.

### ACCESS and AVAILABILITY

Providing 24:7 emotional support to people in distress and despair is central to Samaritans' mission. In 2007 Samaritans volunteers responded to more than 5.3 million contacts by phone, e-mail, text, letter, face-to-face at a branch, through our work in prisons, at music festivals and other events. This compares with 5.2 million contacts in 2006 and represents a 2.1% increase. The increase in the number of contacts is due primarily to the inclusion for the first time of text messages.

The increase in the number of total contacts responded to has been achieved despite a small fall in the number of volunteers and the reduction in volunteer availability. This reflects the continued success of the call distribution system which has been fully operational since the beginning of 2006 as well as co-ordination within regions to ensure the 24:7 availability of the service.

Providing training to external organisations continues to be an important activity for Samaritans. Building on its success in 2006/07 that the WorkLife CD-Rom received, winning the Clarion Award for excellence in ethical communication. A self-study version of WorkLife training was developed in partnership with the distance-learning provider Educare and will be promoted in 2008/09. The range of training courses available was also expanded to include training for those who come into contact with people who self-harm. During 2007/08 80 courses were run for 44 different organisations, a 36% increase in the number of courses over 2006/07.

**Objective - To develop the service whilst ensuring 24 hour availability to those in distress and despair:**

**To monitor and manage capacity to keep the engaged rate/waiting times at or below current levels**

- In 2007 volunteers responded to just over 5,040,600 telephone contacts (dialogue and short duration calls), compared to 5,013,300 in 2006. There was an increase in the engaged rate during the year with the overall engaged rate rising from 4.2% in 2006 to 6.6%. This rise is due in part to an operational decision which was taken to limit the number of hours a volunteer can take contacts to a maximum of six. One effect of this has been a reduction in volunteer availability during the night. This increase was anticipated and the charity worked closely with the regions to identify weaknesses in availability. As a result the overall engaged rate remains below the target of 10% which was set for 2007. Samaritans continues to regard the engaged rate as a key performance indicator and plans a number of initiatives in the coming year to make improvements in this area.
- Approximately 228,600 emails were sent to [jo@samaritans.org](mailto:jo@samaritans.org) compared to 184,000 emails in 2006. During the year a further 9 branches came online bringing the total number of branches providing emotional support by email to 189 (94.5% of "brick" branches). Samaritans is committed to responding to email contacts within 24

hours – this target was met at all times during the year. The average waiting time for an email response was nine hours.

- In 2007 the branch prison support teams trained approximately 1,600 prisoners to become Listeners. There is an ongoing need to train Listener volunteers as prison populations are constantly on the move and volunteers are released or transferred to another prison where they may choose not to be Listeners. In total around 1,300 Listeners undertook around 100,000 face-to-face contacts during the year.

**Continue to test and evaluate the SMS text service to assess whether it can be extended**

- During the SMS text service development process, 30 branches have offered a 24/7 emotional support service through this method. During the period 1 April 2007 – 31 March 2008 we received around 132,000 texts from around 3,900 services users. Despite the continued moratorium on publicity, we are contacted by approximately 100 new service users each month. The new service users can only have obtained the contact number through word of mouth which is, in itself, a measure of the success and need for this service.
- As this service was at the pilot phase during 2007/08 we have monitored the waiting time for a response against a target of 60 minutes. The average response time for the period January – December 2007 was 72 minutes. Whilst this fell short of our target we are seeing a downward trend in waiting times (64 minutes in March 2008). We will continue to maintain the 60 minutes response time target for 2008/09 as we roll out the service.
- During 2007/08 the SMS text service has received considerable official recognition including:
  - Runner-up in the BT/Telephone Helplines Association Awards 2007

for imaginative use of SMS text messaging to provide a service.

- Commended by ICT Hub (Information and Communication Technology) for best use of ICT accessibility.
- Winners of the e-Government Excellence: Innovation in Strategy Award 2007 (Delivering innovative strategies which have delivered above average results in improved services, transformed processes and results and increased effectiveness)
- Since 2006 we have thoroughly explored offering emotional support through text messaging. We have listened to the views of both service users and volunteers, identified training needs and developed new software with capacity for further future development. Training and Caller Care documentation has been prepared, along with a toolkit for branches contemplating adopting the SMS service. In November 2007 the decision was taken that the service should be extended and so another 30 branches will be undertaking training to provide emotional support through SMS in 2008/09.

**Objective - To increase/improve the visibility of Samaritans services**

During the early months of 2008 there was extensive media coverage of a number of suicides in Bridgend. Samaritans volunteers in the community worked together with staff at the central office to raise awareness about the service and to educate the media about Samaritans guidelines for reporting on suicide. This included:

- Meetings with local politicians, the acting children's commissioner, local community groups and statutory bodies
- Securing funding from the health board to pay for an awareness

campaign within six days of the first news story breaking, with donated billboard space including twelve outside cinemas and schools and local radio slots

- Volunteers and staff responded to round-the-clock press enquiries. In a month over 200 interviews were given, including TV, radio, national newspaper and foreign press.
- Increasing awareness amongst journalists of Samaritans' media guidelines to help promote responsible suicide reporting that does not intrude on the grief of the local community or encourage copycat suicides.

**To liaise with specified external agencies to develop and improve relationships**

- Samaritans partnership work aims to provide a resource for the care of users of health and social care agencies. Working in partnership with statutory agencies Samaritans offers people additional choices for emotional support. In practice this means that service users can be offered a referral to Samaritans support services.

The partnerships working initiative began in 2006 and over the past year many Samaritans branches have been building on their relationships with local agencies. These include developments with A&E Departments, Primary Care Trusts, Mental Health Boards, GP Surgeries, Education Departments and Social Services. Centrally Samaritans has had meetings with a number of national organisations including the Royal College of Psychiatry, Caldecott Guardians and Care Services Improvement programme (CSIP). The challenges for the future are to increase the partnerships at local and national level and to develop additional referral protocols.

- During 2007/08 a new partnership was developed with Her Majesty's Court Services (HMCS) as a result of an initiative by the Brighton Branch of Samaritans. HMCS has produced a leaflet, which will be available in all Jury Rooms in England and Wales. The leaflet explains the service and gives contact details for Samaritans. This will enable jurors to access emotional support following jury service and deal with distressing feelings which may surface some time later. Samaritans' volunteers have also been able to learn more about the work and experience of jurors.
- 2007/08 was a year in which our work to promote options to vulnerable people online came to national attention, firstly through the suicides in Laurelvale and Craigavon in Northern Ireland and at the end of the year in Bridgend County in Wales. Though neither of these events has yet shown a causal link between internet usage and suicide the media attention and government interest in these deaths meant that Samaritans was called upon by administrations across the UK, Ireland and Europe.

Samaritans brought its experience to a number of government initiatives including the Department for Children, Schools and Families' Cyber bullying guidance, the Byron Review on Young People and Technology and the Home Office's Safer Social Networking Guidance. In Northern Ireland we also facilitated meetings between the Minister for Health and internet service providers Google, Vodafone and BEBO, to raise concerns regarding suicide and the internet in Northern Ireland.

In line with our mission, vision and values we have resisted calls to block or ban these sites and instead aim to make Samaritans the site of preference for anyone seeking information about suicide, achieving this through partnership with members of the Internet Service Providers

Association and the providers of social networking services. This will be a developing area of public policy for Samaritans and one in which we will continue to pursue a single-approach policy solution working with industry, government and our partners in IFOTES (International Federation of Telephonic Emergency Services) and Lifeline to develop interventions that work across countries and cultures equally.

- The Scottish Region held a national seminar with the Scottish Prison Service to plan the development of the Listener services in Scottish prisons. This was a very successful event and both organisations committed themselves to working closely together to ensure that communication was improved.

**To develop a training course on working with self-harm:**

- In May 2007 a new training course was added to the range of courses available to external organisations – Working with People who Self-harm. This is designed to dispel some of the common misunderstandings about self-harm and provide those attending with the skills and confidence to respond.

**To organise 2<sup>nd</sup> Stress Down Day**

- Samaritans Stress Down Day took place on 1 February 2008 to raise awareness of the detrimental effects of stress in the workplace and encourage people to take better care of their emotional well-being.
- To raise awareness of the campaign and the Stress Down Day micro website a promotional event was held at Victoria Train Station in London, where 10,000 Stress Down Day promotional flyers were handed out together with samples from Dorset Cereals and Taylors of Harrogate were handed out. Press coverage of Stress Down Day included national TV coverage for the first time and a level

of radio and print coverage that was higher than in 2007.

- A variety of corporates lent their support to Stress Down Day this year including Neal's Yard Remedies which donated a percentage of sales from a range of specially selected products, ran stress-related workshops and took collections in all their stores. Other companies which got involved included BUPA, the Royal Mail, Lloyds of London, John Lewis and Royal and Sun Alliance to name just a few.
- There was also support from celebrities including the London band Ben's Brother who played a live set in Neal's Yard in Covent Garden, London as part of Stress Down Day activities.

**To evaluate Befrienders Worldwide website**

- The Befrienders website ([www.befrienders.org](http://www.befrienders.org)) continues to be the principal online resource for people in distress seeking information and support, and has around 60,000 separate users per month. In addition to listing 1,000 helplines, it contains general self-help information in 21 languages and further sections, recently updated, on self-harm, bullying and sexual identity and orientation. To evaluate the effectiveness of the website, a Feedback function has now been set up on the home page, asking people to click Yes or No in response to whether they find the website useful. Since October 2007 around 115 people have responded yes, and 22 no, with several of the 'no' replies from people not being able to find helpline information for their country. Along with general usage statistics, this data will be used for further evaluation in 2008/9.

**To re-launch Samaritans' website**

- The new version of the main website [www.samaritans.org](http://www.samaritans.org) went live on the in September 2007, having been in

development for over a year. Funded by the Vodafone UK Foundation the main objective of the new site was to deliver a more accessible and contemporary design built on modern web-hosting and content-management technology which would improve on all aspects of the previous version.

- As well as serving to promote every Samaritans branch with an online presence, the website is increasingly the main vehicle for Samaritans' information distribution by providing content about the charity and its services, information on emotional health issues, a means for recruiting potential volunteers and also for fundraising and campaigning and marketing initiatives.

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## Quality & Consistency

Improving quality is key to providing the best possible support for people who use our service. The branch visit process plays a key part in assuring the quality of Samaritans service across the organisation and self-assessment is of central importance in trying to achieve consistency.

The second focus in our efforts to improve quality and consistency is the implementation of evaluation strategy which has been identified as a strategic priority for Samaritans.

<b>Objective - To introduce a new quality assurance system for branches</b>
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- January 2008 saw the official launch of the new Self Assessment Workbook (SAW), which was developed according to best practice, following a review of the existing system. It is intended to be a tool to help branches judge the quality of the service they are providing and to assist in future service planning. The workbook is designed to separate out compliance

issues and best practice issues, and identifies any key risks facing a branch. The final part of SAW includes the concept of identifying priorities and producing a Development Plan to help the branch to grow and progress.

- Each year a new edition of the Self Assessment Workbook will be produced, and some of the Good Practice items may change. This allows for the introduction of new improvements in practice that have been identified - and helps to ensure that these are disseminated throughout the organisation.

<b>Objective - To continue implementation of evaluation strategy</b>
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### **To start first phase of emotional support services evaluation (telephone, email and SMS)**

- A two-year independent evaluation of Samaritans emotional support services has started and will be completed in October 2009. The evaluation will be carried out independently by the University of Nottingham in liaison with Samaritans and is partly funded by The Vodafone UK Foundation. The aim of the evaluation is to explore the efficacy and impact of our services, and to provide evidence about what we do and the impact this has on people who use the service. The evaluation will also contribute to service development and best practice, aid our credibility and competition for funds, and help recruit and retain volunteers.
- During September 2006 and August 2007 a survey was placed on our website to collate feedback from our callers on the services they received from Samaritans. The aim was to start the task of trying to measure the impact of Samaritans' services. The findings from the survey which can be found on [www.samaritans.org](http://www.samaritans.org) showed that 66% of people completing the survey had felt suicidal at some point

in their life and that 74% of suicidal people felt that contact with Samaritans helped them to take a decision not to end their own life.

- A 3 year research project (PhD) began in October 2006 that is investigating the effects of the presence of Samaritans Listener scheme in prisons. The study is currently in the data collection phase. It is expected that this will provide valuable information about patterns of usage; the development of the scheme in the context of prison operations and environments; the effects of becoming a Listener on individuals and how participating in the scheme is related to citizenship values and benefits of being involved in voluntary work. It will also explore the overall benefits to all involved of providing the service. A final report will be available by the end of 2009.

to providing confidential emotional support to callers (compared to 2.3 million hours in 2006). This figure does not include the time that volunteers spend in other vital activities such as recruitment and selection, training, fundraising, outreach activities, volunteer support, branch administration or planning.

<b>Objective - To invest in fundraising capability</b>
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**Introduce a new Contact Relationship Management (CRM) system**

- Installation of a new CRM system commenced during 2007 and is due to go live in June 2008. The decision to invest in a new system was taken because the existing system was outdated and no longer met organisational requirements. The new system will significantly increase the efficiency of the central charity whilst improving the quality and the availability of key corporate information and statistics throughout the organisation. It will also enable us to carry out more cost-effective direct marketing fundraising.

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## Sustainability & Capacity

In 2007/08 total incoming resources were £8.913m million in line with our target for the year. As well as voluntary income, this figure includes income from investments and dividends, training and conferences and branch affiliation fees. A list of our major donors and supporters can be found on pages 44-45, but a special mention should go to Michael Power and Jonathan Green, who took part in the Peking to Paris Motor Challenge driving a 1923 Vauxhall 30-98. They covered more than 7,600 miles in 25 days raising more than £51,000 for Samaritans.

Volunteer recruitment remains an important issue for Samaritans and whilst there was a slight decrease in the overall number of volunteers in 2007 (16,500 at the end of 2007 compared to 16,800 in 2006), we have been encouraged by a 16.7% increase in enquiries from potential volunteers during the year. Volunteers gave around 2.1 million hours of their time

**Invest in fundraising approaches to generate more committed givers**

- Following a successful test in 2006 Samaritans piloted a face-to-face fundraising campaign in selected sites in and around London over 7 months in 2007. This campaign exceeded all our targets including number of donors, average annual gift and percentage of gift aided donations. Given the success of the pilot, the campaign will be extended nationally in 2008/09.
- In 2007/08 Samaritans began developing a strategy to encourage more supporters to leave a gift to Samaritans in their will. Over the course of the next two years, we will be researching and testing ideas and fundraising materials with the aim of

producing a legacy fundraising information resource pack for every Samaritans branch, to help them maximise the income their branch receives from legacies.

### **Future Income Generation**

In 2007/08 Samaritans raised £8.6m (excluding donated goods and services) against a budget income target of £7.9m and a revised income forecast of £8.3m (September 2007).

As outlined above the major areas of investment for future income generation were the CRM system (£244k in 2007/08) and a face-to-face pilot campaign (£293k). In addition to the organisational benefits mentioned elsewhere in this report the CRM system will enable the charity to target donors more cost effectively and to inform future activities through more detailed analysis of our donor base. The face-to-face pilot, which ran over the summer and autumn of 2007, recruited more than 1,760 new supporters. The attrition rate to date compares favourably with industry averages and is below our own forecasts. All new donors from the 2007/08 recruitment campaign will become part of the regular giving donor base in 2008/09 and should account for approximately 6% of total regular giving in that period.

<b>Objective - To recruit and train 3,000 new volunteers</b>
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- There were 15,400 enquiries from potential volunteers to the central volunteer recruitment line in 2007 compared with 13,200 in 2006. This represented an increase of 16.7%. However there was a fall in the number of volunteer applications to 6,850 from 7,300 in 2006, a drop of around 6.2%. Even so, the target of recruiting and training 3,000 new volunteers was still achieved (3,560

new volunteers in 2007 up from 3,050 in 2006).

- In 2007 each active volunteer gave on average more than 20 working days a year compared with 22 working days in 2006. If our volunteers were paid at a rate of £11.34 per hour<sup>1</sup>, the cost of providing this vital service would be more than £23.3 million (compared with £25.4 million in 2006 based on a rate of £11.03 per hour). This figure does not reflect the full cost of providing the service at weekends or during the night, nor does it put a value on the other work carried out by volunteers at branch, regional or national level.

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## Organisation & Structure

In 2007/08 this theme encompassed two strands of focus – organisational strategy and organisational structure.

<b>Objective - To ensure the planned development of the organisation</b>
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### **Finalise 3-year strategy**

- During 2007/08 a Strategy Development Sub-committee was set up to advise the Board of Trustees on formulating, prioritising, monitoring and reviewing strategy. This committee is being advised by Mark Jenkins, Professor of Business Strategy at Cranfield Business School. The long-term strategy is due to be unveiled in September 2008.

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<sup>1</sup> Rates are based on the median gross hourly rate (excluding overtime) for full-time workers taken from the 2007 Annual Survey of Hours and Earnings, Office of National Statistics, November 2007

**Develop activities in regional offices**

- Samaritans currently has staff based in two of the 13 operational regions (Scotland and Ireland), who work with and support branches in developing activities. In 2007/08 our achievements include:

**Ireland**

- Working with universities in Northern Ireland Samaritans produced an information pack aimed at providing emotional support for 3<sup>rd</sup> level students. The pack was launched in September 2007 with the support of the Northern Ireland Education Minister, Catriona Ruane. The information scheme originated in the Coleraine Campus of the University of Ulster. Staff, worried about the rising stress levels and potential suicide risks amongst young people, approached the Coleraine branch to ask for help in making students more aware of the support that is available and to highlight to them that they do not have to cope alone.
- In January 2008 Samaritans Ireland was awarded the right to operate the Harmonised European Short Code (116123) for “Emotional Support Helplines” throughout the Republic of Ireland.
- Samaritans has agreed to partner Spun Out.ie (youth website) to provide email emotional support to users of the Spun Out website – allowing immediate access to jo@samaritans.org.

**Scotland**

- Following a survey of all Scottish branches we now have an accurate picture of what we need to meet the needs of our service in Scotland. In 2008/09 we will be working with branches to promote recruitment with the target of increasing volunteer numbers in Scotland by 300 volunteers
- The 24:7 awareness raising event was hugely successful in Scotland with media coverage on local radio in every branch area as well as coverage in the national press and on national TV. The campaign was supported by the Chair of Samaritans undertaking a tour of the four most northerly branches in Scotland together with the Chairman of the Shetland Branch in a 24 hour period by a variety of means of transport including bicycles and on foot in 24 hours. They were assisted by Northlink Ferries at one point to make sure they made their connections.
- A new Speak Up Step Up emotional health check card aimed at businesses to encourage employees to look after their emotional health was designed and launched. This card was sponsored by Stagecoach and is now being distributed throughout our networks

## Factors Affecting Achievement of Objectives

### Volunteer Numbers

Volunteers are key to the work of Samaritans. The emotional support service is provided entirely by volunteers and volunteers are involved at all levels in areas such as planning and service support (including recruitment, training, caller care, etc). Volunteer numbers have been falling over time and although this decrease is not yet having an effect on the ability of the organisation to maintain a 24:7 service to contacts, it does mean that some branches/regions are finding it more difficult to take on additional activities. The increase in total contacts has meant that on average each volunteer has to deal with more calls. We are seeing an upturn in interest in volunteering for the charity and volunteer recruitment and retention continues to be a major focus for the organisation in 2008/09 with recruiting support volunteering being one of the areas of activity.

### Service User Involvement

Samaritans believes that it is important to provide a service which is both relevant and appropriate to contacts' needs. Historically the charity has faced a number of obstacles in achieving large-scale service user involvement in developing the service due to the nature of the contact with users of the services and the fact that many contacts prefer to remain anonymous when contacting the organisation. However, views are collected via a website feedback questionnaire, through the complaints procedure and through specific research projects. In addition there has been service user involvement on specific project teams – for example the SMS text messaging pilot.

### Staff Vacancies

Samaritans has a relatively small team of paid staff working at its Central Office. As of 31<sup>st</sup> March 2008 it had 75 posts (the equivalent of 71.7 FTE). This compares with an average of 391 across the Top 500 fundraising charities<sup>2</sup>. In practice this means that there is very little overlap between roles and consequently if posts are vacant for any reason there can be an impact on progressing activities.

### Volunteer Time

One of the factors which sets Samaritans apart from many other charities is the way in which volunteers are involved in all levels of decision making with regard to planning and the operational development of the service. This level of involvement gives the organisation a unique perspective on service delivery as well as facilitating a high level of buy-in from volunteers across the organisation who actually deliver the service. However the need to build in a high level of consultation and the other demands that are placed on volunteers' time by non-Samaritans related activities can lead to delays in decision-making.

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<sup>2</sup> Charity Trends 2006, CAF and CaritasData (latest available comparative data as at 30 April 2008)

## Future Plans

Ahead of the launch of the long-term strategy in September 2008, the Board of Trustees has prioritised a number of areas of work for 2008/09.

- **Raising awareness of Samaritans' service:** As well as continuing to highlight the work Samaritans does to support people in distress and despair within the UK and ROI, we will focus on international work by supporting the organisation of the 2008 Befrienders Worldwide international conference and developing links with other international bodies working in the field of emotional support.
- **Improving accessibility by improving our ability to meet demand for the service:** Response times have been reviewed and targets for 2008/09 have been set. This includes a 10% engaged rate for the telephone service, a 12 hour response time for the email service (compared with 24 hour in 2007/08) and 60 minutes response time for text messages. This will be achieved by working closely with the regions to ensure that a minimum number of volunteers are available to provide the service at any time of day and night and considering how we can make the best use of the technology available.
- **Roll out of text messaging:** Over the next twelve months we aim to double to 60 the number of branches offering the service and allow easier access by the public through making the contact number more widely available. We intend to target specific groups who may obtain the greatest benefit by having the ability to access emotional support through SMS. In addition and as this is the only service on this scale

in the world, we intend to respond to the many requests we are receiving from other organisations across the world by making our experience and expertise available to them.

- **Reduce misuse of the service:** In common with many other telephone helplines there is misuse of Samaritans support service. This not only has the effect of raising the engaged rate, it can prevent people in real distress and despair from getting through. As part of our efforts to manage the engaged rate in 2008/09, we will look at how we can minimise misuse of the service whilst ensuring that no one in need of support is excluded.
- **Increasing volunteer numbers by improving recruitment and retention:** As mentioned previously volunteers are key to the delivery of the service and ensuring that we have the right volunteers in the right place at the right time remains a major priority. Work has started on developing a new volunteering strategy and action plan. The central charity will also undertake a large-scale exit survey to try to discover why volunteers leave and focus on recruiting and training support volunteers who will undertake some of the administrative and technical activities within the branch thus relieving some of the burden of running the branch.

- **Expanding work with certain groups which are at higher risk of suicide:** In 2008/09 Samaritans will develop a suicide reduction strategy. It will also continue to add to its range of training courses for external organisations aimed at target risk groups.
  
- **Developing work with young people:** Working with young people has been an important area for Samaritans for many years. In 2008/09 we will build on this and activities will include the development and piloting of a suicide and self-harm response kit for use in schools and creating an area of the website aimed at young people under 25.
  
- **Improve Quality:** In 2008/09 we will continue to focus on evaluation of the emotional support services (completion date: October 2009) whilst at the same time taking further steps to improve quality including undertaking an evaluation of the new visits system which was introduced in 2008; a review of current policies; and development of leadership training.
  
- **Grow the income of Samaritans:** Over the last 2 years the charity has increased its investment in income generation in order to be able to fund the development of planned activities. This investment will continue in 2008/09 through the extension of existing mechanisms such as extending face-to-face fundraising and legacy fundraising and the development of new fundraising channels such as on-line shopping.

## Structure, Governance & Management

Samaritans is a charitable company limited by guarantee. It was incorporated as a company on 11 April, 1963, having been founded by Prebendary Dr Chad Varah on 2 November, 1953.

In addition to the charitable company, the organisation as a whole includes 202 Samaritans branches operating in the United Kingdom, the Republic of Ireland, the Channel Islands and the Isle of Man. Branches are unincorporated associations, each of which is a separate charitable organisation. It is through the volunteers in these branches that Samaritans provides its 24 hours a day, 7 days a week confidential emotional support service.

### Governance Arrangements

Samaritans is governed by the Memorandum and Articles of Association that were adopted at an EGM on 28 January, 2006. The governing body is the Board of Trustees, which currently has 14 members (maximum 15), who are also Directors of the Company. Two-thirds of the Trustees must be Samaritans volunteers. As of 31 March 2008 four of the trustees were not Samaritans volunteers.

The Board is advised by the Council of Samaritans. Membership of the Council of Samaritans is made up of a representative from each Samaritan branch, a representative from each of the thirteen Regions into which the organisation is divided and the Chair. The Chair of the Council is also the Chair of the Board of Trustees and is elected by the Council.

The Board meets six times a year and at one of these meetings it is joined for part of the time by the thirteen Regional Representatives. The Regional Representatives are the eyes and ears of the Board of Trustees in the wider organisation and play a vital role in ensuring the implementation of Samaritans' policies.

The Council meets twice a year. Its role is to advise and guide the Board of Trustees

on key policy issues affecting the wider Samaritan movement and to act as a channel of communication between the Board and branches. The Board submits to Council an annual report on its activities and an annual update and review of the Company's strategic plan.

There is an Audit and Risk Committee, which has four roles:

- ensuring proper audit and financial controls are in place throughout the Company;
- monitoring the implementation of national policy throughout the organisation;
- reviewing the organisation's risk management strategy; and
- monitoring the effectiveness of the Board of Trustees.

The committee meets four times a year and submits to the Council an annual report on its activities and findings.

In July 2007 two new committees were set up to assist the Board of Trustees:

The Strategy Development Subcommittee (SDSc) advises the Board on formulating, prioritising, monitoring and reviewing Samaritans strategy, from the Mission, Vision and Values to the Strategic level. It also advises the Board on prioritising and weighting activities and the allocation of resources across the whole organisation. The SDSc has no

powers of decision making delegated from the Board.

The Operations Development Subcommittee (ODSc) advises the Board in prioritising and reviewing the strategic objectives and acting to make sure they are implemented. Although it is an advisory body the ODSc has certain powers of decision making delegated to it. It may decide on all new or revised operational policies and procedures except where:

- The Board has reserved the specific decision to itself.
- There is a significant effect on the operations or budgets of regions branches or the central charity

Although the Trustees are responsible for directing the affairs of the charity, the size of the organisation means that much of the operational activity is delegated to appropriate committees, working groups, volunteers and, through the Chief Executive, to staff. However, certain significant matters are specifically reserved for the Board's decision and cannot be delegated. These include the strategic direction of the charity, the approval of key policies (following consultation with the Council of Samaritans), the approval of operational plans and budgets, expansion of the organisation's operations into new activities or geographical areas and any other matter having a material impact on Samaritans financial position, strategy, reputation or risk profile.

Subject to the above, the Chief Executive and delegated staff are able to approve routine contracts, authorise expenditure and recruit staff as long as these activities are consistent with the organisation's strategic direction and in line with annual budgets previously approved by the Board.

### Appointment of Trustees and Members of Committees

The Chair of the Board of Trustees, who is also the Chair of the Council of Samaritans, is elected by members of the Council. The other members of the Board of Trustees are appointed by a Selection Committee comprised of three Samaritans elected by Council, two trustees appointed by the Board of Trustees and the Chair.

Trustees serve a maximum of six years from 28 January, 2006, or up to eight years in the case of a Chair who has already served as a trustee prior to his appointment as Chair.

With regard to the Audit and Risk Committee, the Board of Trustees appoints three of its members and three are elected by the Council of Samaritans. A seventh member is an external expert appointed by the Board.

The members of the SDSc and ODSc are appointed by the Board of Trustees and are made up of a combination of Trustees, Regional Representatives and Volunteers with relevant experience. The SDSc has also appointed an external expert on strategy development, Mark Jenkins, who is Professor of Business Strategy at Cranfield Business School.

### Induction and Training of Trustees

Following his/her appointment, each Trustee undertakes a formal induction programme. The programme is more extensive for those Trustees who are not currently Samaritan volunteers and includes a guide to the Mission, Vision and Values of the Organisation, the Charity's governing document and the way the central charity links in with the 202 autonomous branches.

New Trustees are encouraged to attend regional and branch meetings to increase their understanding of the organisation

and current issues. Effort is taken to arrange one Board meeting a year to coincide with a Regional Conference. This provides an opportunity for volunteers to meet the trustees and debate current issues. Arrangements are also made for Trustees to visit the Charity's Central Office to better understand the services it provides and to meet staff. Briefing papers are given to Trustees on key issues of concern to the organisation.

Training is given to Trustees on their formal legal responsibilities. Trustees are also made aware of other sources of information, guidance and best practice on how to be effective in their role.

### Risk Management

Trustees acknowledge their responsibility to assess and manage the risks that the organisation faces and to review them at least annually. However, such systems can only provide reasonable and not absolute assurance against errors, fraud, operational failures and the impact of external events.

The charity operates a comprehensive annual planning and budgeting process, which is approved by the Board of Trustees. There is a system of financial reporting to the Board that compares actual results against budget to enable corrective action to be taken as and when appropriate. The charity has also developed non-financial key performance indicators to provide a more extensive assessment of its effectiveness in meeting its aims.

One of the responsibilities of the Audit and Risk Committee is to review the organisation's risk management strategy

and action plan. It reviews the company's risk register several times during the year and at one of its meetings each year it focuses its attention specifically on assessing the major risks faced by the organisation and reviewing mitigating actions.

Major risks that affect the charity include the possibility that adverse publicity could result in damage to our reputation as a well-respected and credible charity offering emotional support. A further significant risk is that of failure of our information technology or communication systems as we rely on these to provide the 24 hours a day service which is at the very heart of the work we do.

During 2007/08 an internal audit review of the risk management processes of the central charity took place and a number of recommendations were made relating to possible improvements. These will be considered during 2008/09.

### Subsidiary Companies

#### *The Samaritan Enterprises Ltd:*

The Company owns 100% of the shares in The Samaritan Enterprises Ltd, whose principal activity is the sale of Christmas cards and related items. All profits of The Samaritan Enterprises Ltd are donated to the Company.

#### *Samaritans Ireland:*

A new subsidiary company, Samaritans Ireland, was set up during the year in order to improve the effectiveness of our fundraising activities across the whole of Ireland. The company was granted charitable status in April 2008 and started to trade from this time.

## Financial Review

The attached accounts cover Samaritans and The Samaritan Enterprises Limited only. They do not include the financial results of the branches, all of which are separately constituted charitable organisations.

The accounts have been prepared in accordance with the requirements of the latest Statement of Recommended Practice (SORP) published in March 2005.

The Statement of Financial Activities for the year ended 31 March, 2008 shows a net income of £456,000 (2007 - £988,000). We had budgeted to match expenditure closely to income and the fact that income exceeded budget led to a small surplus for the year. A net loss on investments, which is discussed below, has reduced the net increase in funds to £422,000.

### Principal Funding Sources and Analysis of Expenditure

Incoming Resources in total at £8,913,000 were £1,378,000 down on the previous year, almost entirely due to a very large fall in the value of donated goods and services. In a typical year Samaritans runs a winter advertising campaign with most of the advertising being provided to us free of charge. It was this free advertising that formed the bulk of the £1,711,000 of donated goods and services in last year's accounts. On this occasion we decided to defer the campaign until 2008-09, which has resulted in the very large fall in the value of donated goods and services.

Donations from individuals rose by 4% to £3,792,000 following three years of falls in this type of income. This turnaround reflects the success of our re-launched face to face fundraising campaign.

Individual donations remain by far the largest source of our voluntary income at 53% of the total. Sponsorship and licensing income fell by £179,000 because the previous year's figure had included one-off income from the sale of Tesco Christmas cards. Training and Conference income increased by 31% reflecting the large increase in the number of training courses discussed on page 9. Grants from public bodies fell for the third year running and now represent less than 3% of total voluntary income.

14.7% of Voluntary Income was in the form of restricted funds, up from 14.2% in 2006-07.

Excluding donated advertising, which is discussed above, charitable expenditure was very close to the previous year. Within the individual categories, expenditure on service research and development fell, largely as a result of a number of projects moving from the development stage into operational areas. Expenditure on quality monitoring increased by over 80% to £303,000 following the commissioning of an independent evaluation of the service we provide.

### Impact of Investment on the Fundraising Return for 2007-08

Fundraising costs as a percentage of voluntary income have increased from 32% to 45% as a result of the sharp decline in income from donated advertising services and further investment in face to face fundraising. This ratio is likely to continue to fluctuate substantially in future years depending on the level of long-term fundraising investment in any given year and the impact of significant one-off donations of

goods or services. Our projected income from face to face fundraising shows this investment leading to a lower fundraising cost ratio when measured over several years.

The charity also invested £244,000 from the expendable endowment fund in a new Contact Relationship Management (CRM) system, designed to improve the effectiveness of our fundraising.

### Reserves

The charity's unrestricted reserves are split between a Designated Fund and a General Fund. The balance sheet value of the charity's tangible fixed assets is set aside in the Designated Fund, as these assets are not readily available for other purposes. The value of the designated fund rose slightly by £124,000, reflecting the fact that depreciation was lower than the value of the capital purchases during the year. Free reserves are maintained in a General Fund.

The reason for holding free reserves is to protect the charity from the impact of shortfalls in forecasted income, unforeseen expenditure or sudden reductions in the value of the charity's investment portfolio. The Trustees have determined that it would be prudent for free reserves to be maintained at between four and eight months' unrestricted forward expenditure, excluding any donated goods/services and depreciation. At the year end free reserves stood towards the higher end of this range at 6.5 months.

Restricted reserves consist of an expendable endowment and several other relatively smaller restricted funds. These other funds increased in total by £341,000 to £840,000, with this increase mainly due to the receipt of £307,000 just before year end to help with the international work that Samaritans supports. The balance on the expendable endowment fund fell by £237,000 to £768,000, reflecting the

investment in the charity's information systems, referred to above.

### Investment Policy and Performance

The bulk of the charity's investment portfolio is managed on a discretionary basis by external investment managers. The Board's investment objectives in the short to medium term are to reduce risk and volatility and it therefore requires the investment managers to place no more than 30% of the investment portfolio in equities. With regard to ethical investment, the charity seeks to avoid investment in companies which are perceived as harming the world or its people with reference to the following: environmental damage and pollution; the manufacture of weapons; the publication or distribution of pornography; involvement with countries which violate political and civil rights.

The investment managers are measured against a blended benchmark of three asset classes – equities, bonds and cash. Although the benchmark for the equity element was a fall of 10%, our prudent investment policy of having a low proportion of equities in the portfolio meant that the benchmark overall anticipated a positive return of 4% for the year to 31 March 2008. The actual return was 2% largely as a result of investment in short-dated government bonds, which underperformed the gilt market as a whole.

The Statement of Financial Activities shows a net investment loss of £34,000. However, taking into account dividends and investment portfolio interest of £65,000 (shown in Note 3 to the Accounts) gives a positive return of 2.0%.

In addition to the investments managed externally, the charity has one unquoted investment received by bequest. The value of this investment stands unchanged at £87,000. Dividends of £115,000 were received from these shares during the year.

### Balance Sheet and Cash Flow

The charity's balance sheet has strengthened during the year, reflecting the net increase in funds of £422,000 referred to above. There were no major changes to the structure of the balance sheet, the most significant movement during the year being a fall in Deferred Income from £300,000 to £15,000.

At the last year end Deferred Income included a £250,000 grant from The Vodafone UK Foundation, which was the final grant following four years of substantial support.

### The Wider Samaritans Organisation

As previously mentioned, the 202 branches are all separate charities. Therefore, their results are not included in the figures shown on pages 28 – 30.

The latest estimate of the income generated by the branches is £7.0 million,

which, when added to the charity's income of £8.9m, gives an organisational income figure of £15.9m.

In a typical year, branches spend the amount that they receive. So expenditure for our 202 branches is estimated to also be £7.0m. When put together with the charity's spend of £8.5m this gives a total expenditure figure of £15.5m.

In addition, if the services provided by Samaritans volunteers had to be paid for, we would have to generate additional income of at least £23.3m to pay people to do the work that volunteers do for free.

In such a case, the cost of running the whole Samaritans organisation, providing the breadth of services we offer, will be £38.8m, each and every year. That equates to £7.29 per contact.

Samaritans cost per contact is in fact only £2.91.

## Statement of Trustees Responsibilities in Respect of the Accounts

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the group and of the profit or loss of the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent<sup>3</sup>;
- state whether applicable UK 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 company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company 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 company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

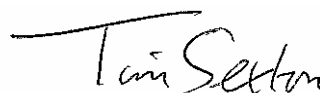
### **S234ZA Confirmation**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- 1) so far as the trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- 2) the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s234ZA of the Companies Act 1985.

Signed for and on behalf of the Board of Trustees on 11 June 2008 by:



Tim Sexton, Honorary Treasurer

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<sup>3</sup> Paragraph 12 of Part II of Schedule 4 to CA 1985 requires that the amount of any item "shall be determined on a prudent basis"

# **Independent Auditor's Report to the Members of Samaritans**

We have audited the group and parent charitable company financial statements (the "financial statements") of Samaritans for the year ended 31<sup>st</sup> March 2008 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Group Cash Flow Statement and the related notes 1 to 22. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. 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 auditors' 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.

## **Respective responsibilities of trustees and auditors**

The responsibilities of the trustees (who are also the directors of Samaritans for the purposes of company law) for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees'

remuneration and other transactions is not disclosed.

We read the other information contained in the Annual Report as described in the contents section, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any further information outside the Annual Report.

## **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's and charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## **Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the group's and the parent charitable company's affairs as at 31<sup>st</sup> March 2008 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees' Report is consistent with the financial statements.

**Deloitte & Touche LLP**

Chartered Accountants and Registered Auditors

London

*Deloitte & Touche LLP* 20 June 2008

## Consolidated Statement of Financial Activities

Incorporating an Income & Expenditure Account  
12 Months to 31<sup>st</sup> March 2008

	Note	Unrestricted Funds 2008 £'000	Restricted Funds 2008 £'000	All Funds 2008 £'000	All Funds 2007 £'000
<b>Incoming Resources</b>					
Incoming Resources from Generated Funds:					
Voluntary Income:					
Donations		3,782	10	3,792	3,642
Legacies		1,529	1	1,530	1,343
Donated Advertising Services		331	-	331	1,711
Grants - Public Body	2	-	161	161	179
Grants - Other		457	876	1,333	1,558
<b>Total Voluntary Income</b>		<b>6,099</b>	<b>1,048</b>	<b>7,147</b>	<b>8,433</b>
Activities for Generating Funds					
Merchandising	17	162	-	162	225
Sponsorship & Licensing	17	81	-	81	260
<b>Totals from Activities for Generating Funds</b>		<b>243</b>	<b>-</b>	<b>243</b>	<b>485</b>
Investment Income & Interest	3	316	59	375	338
<b>Total Incoming Resources from Generated Funds</b>		<b>6,658</b>	<b>1,107</b>	<b>7,765</b>	<b>9,256</b>
Incoming Resources from Charitable Activities					
Branch Affiliation Fees / BREF		599	66	665	666
Training & Conferences		483	-	483	369
<b>Total Incoming Resources from Charitable Activities</b>		<b>1,082</b>	<b>66</b>	<b>1,148</b>	<b>1,035</b>
<b>Total Incoming Resources</b>		<b>7,740</b>	<b>1,173</b>	<b>8,913</b>	<b>10,291</b>
<b>Resources Expended</b>					
Cost of Generating Funds:					
Fundraising Costs		3,197	-	3,197	2,740
Investment in Information System		-	232	232	-
Merchandising	17	78	-	78	238
		3,275	232	3,507	2,978
<b>Net Incoming Resources Available for Charitable Purposes</b>		<b>4,465</b>	<b>941</b>	<b>5,406</b>	<b>7,313</b>
Charitable Expenditure:					
Branch Support		1,540	291	1,831	1,600
Service Research & Development		492	251	743	1,449
Service Provision & Promotion		613	134	747	531
Donated Advertising Services		331	-	331	1,711
Training		582	69	651	570
Quality Monitoring		211	92	303	167
Information & Education		65	-	65	73
<b>Total Charitable Expenditure</b>	4	<b>3,834</b>	<b>837</b>	<b>4,671</b>	<b>6,101</b>
Governance Costs	5	279	-	279	224
<b>Total Resources Expended</b>		<b>7,388</b>	<b>1,069</b>	<b>8,457</b>	<b>9,303</b>
<b>Net Income/(Expenditure) for the Year</b>		<b>352</b>	<b>104</b>	<b>456</b>	<b>988</b>
<b>Other Recognised Gains and Losses</b>					
Net investment losses	10	(34)	-	(34)	(87)
<b>Net Movement in Funds</b>		<b>318</b>	<b>104</b>	<b>422</b>	<b>901</b>
Balances brought forward at 1 April 2007		5,577	1,504	7,081	6,180
<b>Balances carried forward at 31 March 2008</b>	16	<b>5,895</b>	<b>1,608</b>	<b>7,503</b>	<b>7,081</b>

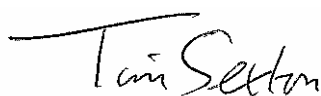
The Restricted Funds column includes a balance of £768,000 of Expendable Endowment, the movement on which can be found in Note 16.

## Balance Sheets

As At 31<sup>st</sup> March 2008

	Note	Group 2008 £'000	Group 2007 £'000	Charity 2008 £'000	Charity 2007 £'000
<b>Fixed Assets</b>					
Tangible Fixed Assets	9	2,281	2,157	2,281	2,157
Investments at market value	10	4,607	4,280	4,607	4,280
		6,888	6,437	6,888	6,437
<b>Current Assets</b>					
Stocks of consumable materials		99	72	46	45
Loans to Branches	11	38	84	38	84
Debtors	12	399	491	469	649
Short term bank deposits	13	308	300	308	300
Cash at bank and in hand		440	560	419	383
		1,284	1,507	1,280	1,461
<b>Current Liabilities</b>					
Creditors	14	654	563	650	517
Deferred Income	15	15	300	15	300
		669	863	665	817
<b>Net Current Assets</b>		615	644	615	644
<b>Total Assets less Current Liabilities</b>		7,503	7,081	7,503	7,081
<b>Net Assets</b>		7,503	7,081	7,503	7,081
<b>Funds</b>					
	16	Group 2008 £'000	Group 2007 £'000	Charity 2008 £'000	Charity 2007 £'000
<b>Unrestricted</b>					
General Fund		3,614	3,420	3,614	3,420
Designated Fund		2,281	2,157	2,281	2,157
		5,895	5,577	5,895	5,577
<b>Restricted</b>					
Restricted Income Funds		840	499	840	499
Expendable Endowments		768	1,005	768	1,005
		1,608	1,504	1,608	1,504
		7,503	7,081	7,503	7,081

Approved by the Board of Trustees on 11<sup>th</sup> June 2008 and signed on its behalf by:



Tim Sexton, Honorary Treasurer

The Notes on pages 31 to 41 form part of these accounts

## Group Cash Flow Statement

12 Months to 31<sup>st</sup> March 2008

	2008 £'000	2008 £'000	2007 £'000	2007 £'000
<b>Net Incoming Resources Before Other Recognised Gains and Losses</b>	456		988	
Depreciation Charges	145		70	
Reversal of Impairment	0		(210)	
(Increase)/Decrease in Stock	(27)		9	
(Increase)/Decrease in Debtors	92		(185)	
Increase/(Decrease) in Creditors	(194)		(558)	
Dividends and Interest Received	(375)		(338)	
<b>Net Cash (Outflow)/Inflow from Operating Activities</b>	<u>97</u>		<u>(224)</u>	
	<b>2008 £'000</b>	<b>2008 £'000</b>	<b>2007 £'000</b>	<b>2007 £'000</b>
<b>Net Cash (outflow)/Inflow from Operating Activities</b>		97		(224)
<b>Returns on investment and servicing of finance</b>				
Interest received	213		166	
Dividends received	<u>162</u>		<u>172</u>	
		375		338
<b>Capital Expenditure and financial investment</b>				
Payments to acquire fixed assets	(269)		(33)	
Receipts from sale of fixed assets	0		16	
Change in investment cash	(356)		50	
Payments to acquire investments	(121)		(264)	
Receipts from sale of investments	<u>116</u>		<u>150</u>	
		(630)		(81)
<b>Management of liquid resources</b>				
Change in short term deposits	<u>(8)</u>		<u>465</u>	
		(8)		465
<b>Financing</b>				
Receipt of branch loan	46		76	
Repayment of branch deposits	<u>0</u>		<u>(632)</u>	
		46		(556)
<b>Decrease in cash at Bank</b>	<u>(120)</u>		<u>(58)</u>	
<b>Reconciliation of Net Cash Flow to Movement in Net Debt</b>				
	<b>2008 £'000</b>	<b>2008 £'000</b>	<b>2007 £'000</b>	<b>2007 £'000</b>
Decrease in Cash in the period	(120)		(58)	
Net cash inflow from liquid resources	<u>8</u>		<u>(465)</u>	
Change in net funds		(112)		(523)
Net funds at 1 April 2007		860		1,383
<b>Net funds at 31 March 2008</b>	<u>748</u>		<u>860</u>	
<b>Analysis of Change in Net Funds</b>				
	<b>2008 £'000</b>	<b>Change In Year</b>	<b>2007 £'000</b>	
Cash at Bank and in Hand	440	(120)	560	
Short Term Deposit	308	8	300	
	<u>748</u>	<u>(112)</u>	<u>860</u>	

The Notes on pages 31 to 41 form part of these accounts

## Notes to the Accounts

### 1 Accounting Policies

#### a) Basis of Preparation

The accounts have been prepared under the historical cost convention with the exception of investments, which are included at market value. The financial statements follow the guidelines of the revised Statement of Recommended Practice for Accounting by Charities, issued in March 2005 ("The Charities SORP 2005") and use applicable Accounting Standards.

#### b) Basis of Consolidation

The accounts of the subsidiary companies are included in the accounts shown on Pages 28-30 and the notes. Further details of the subsidiaries' activities are shown in Note 17. As set out in FRS2, the consolidation of the subsidiaries' activities has been carried out on a line-by-line basis. All items of incoming resources and resources expended have been shown gross, after the removal of intra-group transactions.

#### c) 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 particular 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. Endowment funds are funds where the capital is held and invested, although their constituent assets may change from time to time. In the case of expendable

endowments, the Trustees have the power to dispense the capital as well as the income in furtherance of the charity's objectives. Such funds are treated as restricted capital until the power to expend is exercised. At this point the funds are transferred to income.

#### d) Impairment of Freehold Property Assets

Freehold property assets are subject to an impairment review in accordance with Financial Reporting Standard (FRS) 11 "Impairment of Fixed Assets and Goodwill". They are stated in the balance sheet at cost less provision for any impairment in value. Any impairment is recognised in the SOFA in the year in which it occurs.

#### e) Stocks

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

#### f) Incoming Resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income, there is reasonable certainty of receipt and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

##### i) Donations

These are accounted for when received.

##### ii) Legacies

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

iii) *Donated Goods/Services*

These are included at the value to the charity where this can be quantified. An equal amount is included in expenditure based on the nature of the goods or services received.

iv) *Grants*

Where these are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance. Where income is received in advance, its recognition is deferred and included in creditors. Where entitlement occurs before income is received, the income is accrued. Capital grants are accounted for as income as soon as they are receivable.

v) *Branch Affiliation Fees*

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

vi) *Conduit Funding*

The charity occasionally acts as agent for other organisations and receives funds on their behalf. These funds are not recognised as income and are excluded from the SOFA and balance sheet.

g) *Resources Expended*

All 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 costs have been allocated on the basis of full-time equivalents. 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 them.

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 as opposed to those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic as opposed to day to day management of the charity's activities.

iv) *Support Costs*

Support costs comprise the costs of those staff engaged in management, finance, administration, IT and personnel, together with common services, accommodation and communications costs. These are allocated across the categories of charitable expenditure, governance costs and the costs of generating funds. The basis of the cost allocation has been explained in the notes to the accounts.

v) *Depreciation*

Depreciation is calculated on a straight line basis to write off the cost of tangible fixed assets over their estimated useful lives at the following rates:

Freehold Property	50 years
Computer Equipment	3 years
Other Office Equipment	4 years

h) *Regional Payments*

Payments are made to the 13 regions of Samaritans to enable them to organise training and conferences for the branches in their region. Any remaining, unspent cash balances are included in the balance sheet. This does not apply to the regions covering Scotland and the Republic of

Ireland, which are separate charitable organisations.

i) Operating Leases

The company does not have any operating leases.

j) Foreign Currency

Transactions in foreign currency are converted to Sterling at the rate ruling at the date of the transaction. Currency balances at the end of the year are converted at the closing rate on 31 March 2008.

k) Pensions

The company operates a defined contribution group personal pension plan,

presently administered by Standard Life, which is open to all staff on completion of entry requirements. Pension costs for eligible employees are charged to expenditure as they are incurred.

l) 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 section 505 of the Income and Corporation Taxes Act 1998 and section 256 of the Taxation of Chargeable Gains Acts 1992. No tax charge has arisen in the year. The Samaritans Enterprises Limited has not incurred a tax charge due to its policy of gifting all taxable profits to Samaritans.

## 2 – PUBLIC BODY GRANTS

	Balance 2007 £'000	Income £'000	Expenditure £'000	Balance 2008 £'000
<b>Department for Environment Food and Rural Affairs</b>				
Rural Stress Information Network	10	-	1	9
<b>Home Office: HMPS/ACU</b>				
Samaritans Prison Support Team	1	55	52	4
<b>Northern Ireland Assembly</b>				
Dept of Health, Social Services and Public Safety (N.I.)/An Roinn Sláinte, Seirbhísí Sóisialta agus Sábháilteachta Poiblí	-	16	16	-
<b>Welsh Assembly Government/Llywodraeth Cynulliad Cymru</b>				
Section 28 Grant	-	18	18	-
<b>Scottish Executive</b>				
Section 16b	-	20	20	-
Scottish Prison Service (Support Worker)	2	-	1	1
Scottish Development Officer	-	30	30	-
Scottish Support Officer	12	-	12	-
	<b>14</b>	<b>50</b>	<b>63</b>	<b>1</b>
Big Lottery funding for 05/06 Activities	-	22	22	-
Note 16	<u>25</u>	<u>161</u>	<u>172</u>	<u>14</u>

### 3 – INVESTMENT INCOME

	<b>All Funds (£'000)</b> <b>2008</b>	<i>All Funds (£'000)</i> <i>2007</i>
Dividends - Quoted Investments	47	57
Dividends - Unquoted Investments	115	115
Interest on Loans to Branches	4	5
Investment Portfolio Interest	18	17
Bank and Deposit Interest	191	144
	<u>375</u>	<u>338</u>

### 4 – CHARITABLE EXPENDITURE

	<b>Unrestricted Funds 2008 £'000</b>	<b>Expendable Endowment 2008 £'000</b>	<b>Restricted Funds 2008 £'000</b>	<b>All 2008 £'000</b>	<i>All 2007 £'000</i>
Branch Support	1,540	-	291	1,831	1,600
Service Research & Development	492	-	251	743	1,449
Service Provision & Promotion	613	64	70	747	531
Donated Advertising Services	331	-	-	331	1,711
Training	582	-	69	651	570
Quality Monitoring	211	-	92	303	167
Information & Education	65	-	-	65	73
	<u>3,834</u>	<u>64</u>	<u>773</u>	<u>4,671</u>	<u>6,101</u>

The Joint Funding Agreement between "Samaritans" and "Samaritans - Central London Branch" provides for the payment of the net annual budget of the Central London Branch from the charity's fundraising income.

Central London Branch	370	-	75	445	414
Net Annual Budget Included in "Branch Support" above					

### 5 – GOVERNANCE

	<b>All Funds 2008 £'000</b>	<i>All Funds 2007 £'000</i>
Council of Samaritans Costs	133	119
Board of Trustees Costs	39	35
Audit Fees	45	23
Other Costs	62	47
	<u>279</u>	<u>224</u>

### 6 – FEES PAID TO AUDITORS

External Auditors - Audit Fees	25	23
External Auditors - Other Fees	-	-
Internal Auditors	20	-
	<u>45</u>	<u>23</u>

## 7 – BREAKDOWN OF COSTS BY ACTIVITY

		<b>Grants Made 2008 £'000</b>	<b>Direct Costs 2008 £'000</b>	<b>Support Costs 2008 £'000</b>	<b>Total Costs 2008 £'000</b>	<i>Total Costs 2007 £'000</i>
	<i>Basis of Allocation</i>					
Generating Funds						
Fundraising	<i>No of Staff involved in Activity</i>	-	2,381	816	3,197	2,740
Investment in Information System	<i>Direct Costs of the Activity</i>	-	232	-	232	-
Merchandising	<i>No of Staff involved in Activity</i>	-	78	-	78	238
Charitable Activities						
Branch Support	<i>No of Staff involved in Activity</i>	682	913	236	1,831	1,600
Service Research & Development	<i>No of Staff involved in Activity</i>	-	418	325	743	1,449
Service Provision & Promotion	<i>No of Staff involved in Activity</i>	-	590	157	747	531
Donated Advertising Services	<i>Value of Goods/Services</i>	-	331	-	331	1,711
Training	<i>No of Staff involved in Activity</i>	-	566	85	651	570
Quality Monitoring	<i>No of Staff involved in Activity</i>	-	241	62	303	167
Information & Education	<i>No of Staff involved in Activity</i>	-	49	16	65	73
Governance	<i>Infrastructure FTE on Activity</i>	-	234	45	279	224
		<u>682</u>	<u>6,033</u>	<u>1,742</u>	<u>8,457</u>	<u>9,303</u>

Cost allocation includes an element of judgement and the charity has had to consider the cost benefit of detailed calculations and record keeping. To ensure full cost recovery on projects, the charity adopts a policy of allocating costs to the respective cost headings through the year. This allocation includes support costs where they are directly attributable. Therefore the support costs shown are a best estimate of the costs that have been so allocated.

## 8 – STAFF COSTS

	<b>2008 £'000</b>	<i>2007 £'000</i>
<b>Staff Costs</b>		
Wages and Salaries	2,353	2,245
Social Security Costs	254	253
Other Pension Costs	99	112
	<u>2,706</u>	<u>2,610</u>

### Pension Costs

The pension contributions for the four employees earning more than £60,000 in the year (2007: four) amounted to £14,403 (2007: £19,454).

<b>Staff Numbers</b>	<b>2008</b>	<i>2007</i>	<b>Staff Numbers</b>	<b>2008</b>	<i>2007</i>
<i>Full time equivalent at 31 March</i>					
more than £100,000	-	-	Service Delivery	11.5	6.3
£90,001-£100,000	1.0	-	Service Development	5.7	10.1
£80,001-£90,000	-	-	Movement Support	10.5	6.5
£70,001-£80,000	-	1.0	Fundraising	17.4	20.6
£60,001-£70,000	3.0	3.0	Communications	8.0	7.6
under £60,000	67.7	64.6	Infrastructure	18.6	17.5
	<u>71.7</u>	<u>68.6</u>		<u>71.7</u>	<u>68.6</u>

## 9 – TANGIBLE FIXED ASSETS

	Freehold Property £'000	Computer Equipment £'000	Other Office Equipment £'000	Total £'000
<b>Group &amp; Charity Cost</b>				
At 1 April 2007	2,350	52	97	2,499
Additions	6	252	11	269
Disposals	-	-	-	-
At 31 March 2008	<u>2,356</u>	<u>304</u>	<u>108</u>	<u>2,768</u>
<b>Depreciation</b>				
At 1 April 2007	234	35	73	342
Charge for the year	48	90	7	145
Disposals	-	-	-	-
At 31 March 2008	<u>282</u>	<u>125</u>	<u>80</u>	<u>487</u>
<b>Net book values</b>				
At 31 March 2008	<u>2,074</u>	<u>179</u>	<u>28</u>	<u>2,281</u>
At 1 April 2007	<u>2,116</u>	<u>17</u>	<u>24</u>	<u>2,157</u>

## 10 – FIXED ASSET INVESTMENTS

Group & Charity	2008 £'000	2008 £'000	2008 £'000	2007 £'000
<b>Quoted Investments</b>				
Listed on the following stock exchanges:	UK	Channel Island	All	All
Market value 1 April 2007	1,249	-	<b>1,249</b>	1,222
Additions - purchased	121	-	<b>121</b>	264
Disposal proceeds	(116)	-	<b>(116)</b>	(150)
Net investment gains/(losses)	(34)	-	<b>(34)</b>	(87)
Market value 31 March 2008	<u>1,220</u>	<u>-</u>	<u><b>1,220</b></u>	<u>1,249</u>
Cash held by Singer & Friedlander investment managers			<u><b>359</b></u>	<u>309</u>
Cash held by CCLA investment managers			<u><b>2,941</b></u>	<u>2,635</u>
<b>Unquoted Investments</b>				
Received by bequest			<u><b>87</b></u>	<u>87</u>
At directors' valuation, based on underlying net assets At 1 April 2007 and at 31 March 2008				
<b>Total Investments</b> (including cash held by investment managers)				
At Market Value			<u><u><b>4,607</b></u></u>	<u><u>4,280</u></u>
At Cost			<u><u><b>4,520</b></u></u>	<u><u>4,129</u></u>

Investments held by the Charity also include a £100 (2007: £100) investment in the subsidiary company at cost. See also Note

The listed investments include shares in Westech Instrument Holdings quoted on the Channel Island Stock Exchange and the Plus Market, which Samaritans accepted as donations under the condition that they would not be sold until various dates ranging from February 2005 to February 2007. At February 2005 the total quoted value of these shares was £0.1 million but, recognising the lack of any effective market for the quantity of the shares held, the Trustees decided in 2007 that the difficulties in trying to establish a real market value outweighed any benefit and that the investment should be written off in full. Accordingly no amount has been included in the financial statements.

Analysis of Investment Portfolio at Year End	2008 £'000	2007 £'000
UK Quoted Equities	259 5.6%	372 8.7%
UK Unquoted Equities	87 1.9%	87 2.0%
UK Fixed Interest	106 2.3%	40 0.9%
UK Property Fund	15 0.3%	21 0.5%
Other Quoted Equities	- 0.0%	- 0.0%
Gilts	840 18.2%	816 19.1%
Cash Held for Investment Purposes	3,300 71.6%	2,944 68.8%
	<u>4,607</u>	<u>4,280</u>

## 11 – LOANS TO BRANCHES – Group & Charity

	<b>2008</b>	<b>No of</b>	<i>2007</i>	<i>No of</i>
	<b>£'000</b>	<b>Branches</b>	<b>£'000</b>	<b>Branches</b>
At 1 April 2007	84	2	160	2
Advances in the year				
New loans	-	-	-	-
Additional loans	-	-	-	-
	<u>84</u>	<u>2</u>	<u>160</u>	<u>2</u>
Repayments in the year				
Repaid in full	-	-	-	-
Partial repayments	(46)	-	(76)	-
Loan provision	-	-	-	-
At 31 March 2008	<u>38</u>	<u>2</u>	<u>84</u>	<u>2</u>

## 12 – DEBTORS

	<b>Group</b>	<i>Group</i>	<b>Charity</b>	<i>Charity</i>
	<b>2008</b>	<i>2007</i>	<b>2008</b>	<i>2007</i>
	<b>£'000</b>	<i>£'000</i>	<b>£'000</b>	<i>£'000</i>
Trade Debtors	36	58	14	26
Regions and Branches	50	56	50	56
Gift Aid	111	199	111	199
Legacies	83	-	83	-
Other Debtors	57	87	57	87
Owed by Trading Subsidiary	-	-	92	190
Prepayments	62	91	62	91
	<u>399</u>	<u>491</u>	<u>469</u>	<u>649</u>

## 13 – SHORT-TERM DEPOSITS

	<b>All Funds (£'000)</b>	<i>All Funds (£'000)</i>
	<b>2008</b>	<i>2007</i>
Lloyds TSB - Money Market Deposit	308	300
	<u>308</u>	<u>300</u>

## 14 – CREDITORS

<b>Amounts Falling Due Within One Year</b>	<b>Group</b>	<i>Group</i>	<b>Charity</b>	<i>Charity</i>
	<b>2008</b>	<i>2007</i>	<b>2008</b>	<i>2007</i>
	<b>£'000</b>	<i>£'000</i>	<b>£'000</b>	<i>£'000</i>
VAT, Payroll Tax, Social Security and Pensions	76	128	74	84
Trade Creditors	404	288	404	287
Regions and Branches	4	4	4	4
Accruals	73	79	71	76
Other Creditors	97	64	97	66
	<u>654</u>	<u>563</u>	<u>650</u>	<u>517</u>

## 15 – DEFERRED INCOME

	<b>Group</b> <b>2008</b> <b>£'000</b>	<i>Group</i> <i>2007</i> <i>£'000</i>	<b>Charity</b> <b>2008</b> <b>£'000</b>	<i>Charity</i> <i>2007</i> <i>£'000</i>
Brought forward	300	659	300	659
Income recognised in the year under contractual terms	(300)	(659)	(300)	(659)
Income deferred in the year under contractual terms	15	300	15	300
Carried forward to be matched against future expenditure	<u>15</u>	<u>300</u>	<u>15</u>	<u>300</u>

## 16 – RECONCILIATION OF RESERVES

	At 1 April 2007 £'000	Income £'000	Expenditure £'000	Net Investment Gains £'000	At 31 March 2008 £'000
<b>Unrestricted</b>					
General Fund	3,420	7,740	(7,512)	(34)	3,614
Designated Fund	2,157	-	124	-	2,281
<b>Total Unrestricted</b>	<u>5,577</u>	<u>7,740</u>	<u>(7,388)</u>	<u>(34)</u>	<u>5,895</u>
<b>Restricted</b>					
Restricted Income Funds					
Public Body Funds	25	161	(172)	-	14
Other Restricted Funds	199	887	(542)	-	544
BREF	196	66	(59)	-	203
BEF	79	-	-	-	79
Expendable Endowment	1,005	59	(296)	-	768
<b>Total Restricted</b>	<u>1,504</u>	<u>1,173</u>	<u>(1,069)</u>	<u>-</u>	<u>1,608</u>
<b>Totals</b>	<u>7,081</u>	<u>8,913</u>	<u>(8,457)</u>	<u>(34)</u>	<u>7,503</u>
	General Fund £'000	Designated Funds £'000	Restricted Funds £'000	Expendable Endowments £'000	Total £'000
<b>Represented by:</b>					
Tangible Fixed Assets	-	2,281	-	-	2,281
Investments	4,607	-	-	-	4,607
Current Assets	(324)	-	840	768	1,284
Liabilities	(669)	-	-	-	(669)
	<u>3,614</u>	<u>2,281</u>	<u>840</u>	<u>768</u>	<u>7,503</u>

## 16a – UNRESTRICTED FUNDS

**General Fund** Funds are held available for the ordinary purposes of the charity.

**Designated Fund** The designated fund comprises resources invested in the charity's tangible fixed assets. It is, therefore, not readily available for other purposes.

## 16b – RESTRICTED FUNDS

<b>Public Body Funds</b>	These funds represent a number of donations received which carry specific restrictions imposed by the donor. They are received from public bodies or non-departmental public bodies. Detail relating to this can be seen in Note 2 to the accounts.
<b>Other Restricted Funds</b>	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.
<b>Branch Reserve Equalisation Fund</b>	This comprises funds which the Trustees have set aside being restricted to receiving contributions from independent Samaritan Branches with surplus funds to enable grants to be made to other less financially independent branches.
<b>Branch Emergency Fund</b>	This fund (formerly called Branch Support Fund) is set aside to meet emergency financial needs of the branches.
<b>Expendable Endowment</b>	This is a fund set up with the proceeds of a £1 million legacy that the trustees have determined is a capital investment, which will be used over time to build the capacity of the charity rather than used for ordinary day to day expenditure.

## 16c – RESERVES LEVEL

The balance on the General Fund at 31 March 2008 represents the equivalent of 6.48 months forecast unrestricted cash expenditure (2007: 6.23 months).

## **17 - SUBSIDIARY COMPANIES**

### The Samaritan Enterprises Limited

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, wholly owned by Samaritans. The company offers mainly Christmas cards through a mail order catalogue by sales to Samaritan Branches for their own fundraising purposes, and in charity Christmas card shops. Additionally, the company has received, on behalf of Samaritans, an amount of sponsorship. This has been treated as "Sponsorship & Licensing" within the Consolidated SOFA.

The results were:

	<b>Christmas Goods 2008 £'000</b>	<b>Other 2008 £'000</b>	<b>Total 2008 £'000</b>	<i>Total 2007 £'000</i>
Trading Income (excluding Donations)	69	12	81	225
Trading Income (Donations)	9	-	9	6
Other Operating Income	-	162	162	260
Total Income	<u>78</u>	<u>174</u>	<u>252</u>	<u>491</u>
Cost of Trading	(75)	(3)	(78)	(229)
Service Development	-	-	-	-
Service Provision & Promotion	-	(6)	(6)	(10)
Other Costs	-	(10)	(10)	(12)
Total Expenditure	<u>(75)</u>	<u>(19)</u>	<u>(94)</u>	<u>(251)</u>
	<u>3</u>	<u>155</u>	<u>158</u>	<u>240</u>

The aggregate of the assets, liabilities and funds was:

Assets	96	238
Liabilities	<u>96</u>	<u>238</u>
Funds (representing 100 ordinary shares of £1 each)	<u>-</u>	<u>-</u>

A member of Samaritans' staff has been responsible for the activities of the company. In this year's accounts, £10,500 (2007: £10,090) was charged via a management charge from the Charity to the trading subsidiary in recognition of this.

Any net profit made by the company is transferred to the Charity.

In addition to the purchase of goods, the company's customers made donations during the year of £8,926 (2007: £6,009). These have also been transferred to the Charity and are included in 'Donations and Gifts'.

### Samaritans Ireland

During 2007, Samaritans set up a subsidiary company within the Republic of Ireland. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee. Due to the high degree of influence that Samaritans exercises over the board and activities of Samaritans Ireland, the subsidiary's activities are consolidated in line with FRS2, "Accounting for Subsidiary Undertakings".

As the process of registering the company as a charity in the Republic was not completed by 31st March 2008, the subsidiary has not undertaken any transactions in the year. Therefore, no items have needed to be consolidated in the 2007/08 accounts.

## **18 - COMPANY STATUS**

The Charity is a company limited by guarantee, the liability of the members being limited to £1 each.

## **19 - TRUSTEES' REMUNERATION & EXPENSES**

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 volunteers' expenses in full. During the year, 12 (2007: 14) Samaritans' Trustees received reimbursement for travel costs for attending meetings, telephone and other expenses, amounting to £18,370 (2007: £21,041).

The firm of K&L Gates LLP is the Company's legal advisers and was paid £9,359 (2007: £9,090) for legal advice in connection with employment advice. One of the current Trustees was an Assistant Solicitor with the firm during the year.

## **20 - INSURANCE**

The company has effected insurance to protect the Trustees of Samaritans and the Trustees of the branches, plus the Staff at the Central Office, at a cost of £11,760 (2007: £11,760).

## **21 - BRANCHES**

The term 'Branches' used throughout these Accounts refers to the Branches of Samaritans, which are independent charitable organisations, whose objects are consistent with those of Samaritans.

## **22 - CUSTODIAN TRUSTEESHIP**

The company acts for many of the Branches as Custodian Trustee of their properties, whether freehold or on lease. In this capacity, the company is the custodian trustee for 150 branch properties. In a few cases the company also acts as Custodian Trustee of UK quoted investments held for branches.

As the objects of the company and the branches are congruent, there are no issues with the company acting in this way. The title deeds of these properties are held for safe custody in an appropriate location by each branch.



## List of Branches

Aberdeen	East Surrey	North Herts & Stevenage
Aberystwyth	Eastbourne & District	North West Surrey
Ashford	Edinburgh & The Lothians	Northallerton & The Dales
Athlone	Elgin	Northampton
Ayrshire	Enfield Haringey and Barnett	Northumbria
Ballymena	Ennis & Clare	Norwich
Banbury & District	Exeter, Mid & East Devon	Nottingham
Bangor & North Down	Falkirk & Central Scotland	Omagh
Bangor (North Wales)	Farnborough & District	Orkney
Barnsley	Festival	Oxford
Barrow, Furness & South Lakes	Folkestone, Dover & Hythe	Pendle, Burnley & Rossendale
Basildon & Thurrock	Galway	Perth
Basingstoke	Glasgow	Peterborough
Bath & District	Gloucester & District	Plymouth, East Cornwall & South West Devon
Bedford	Grantham	Portsmouth
Belfast	Great Yarmouth	Preston
Bexley & Dartford	Grimsby	Putney
Birmingham	Guernsey	Reading
Blackburn, Hyndburn & Ribble Valley	Guildford	Redbridge
Blackpool	Halifax & Calderdale	Rhyl & North East Wales
Bognor Regis	Hamilton	Rochdale, Oldham & District
Bolton	Harrogate	Rotherham
Borders	Harrow	Salisbury
Boston	Hastings & Rother	Scarborough
Bournemouth & District	Haverfordwest	Scunthorpe
Bracknell	Havering	Sheffield
Bradford	Herefordshire	Shetland
Brecon & Radnor	Herts & Essex	Shrewsbury
Brent	Hillingdon	Sligo
Bridgend	Horsham & Crawley	Slough, Windsor & Maidenhead
Bridlington & District	Huddersfield	Solihull
Brierley Hill	Hull	South Cheshire
Brighton, Hove & District	Inverclyde	South Devon (Torquay)
Bristol	Inverness	South West Herts
Bromley & Orpington	Ipswich & East Suffolk	Southampton
Bury	Isle of Man	Southend on Sea
Bury St. Edmunds & West Suffolk	Isle of Wight	Southport & District
Buxton and High Peak	Jersey	Stafford
Caithness	Kerry	Stockport
Cambridge	Kettering	Stoke on Trent
Canterbury & District	Kilkenny & Carlow	Stratford-upon-Avon
Cardiff & District	King's Lynn	Sunderland
Carlisle	Kingston-upon-Thames	Swansea
Chelmsford & Mid-Essex	Kirkcaldy	Swindon
Cheltenham & District	Lancaster & District	Tamworth
Chester & District	Leatherhead	Taunton & Somerset
Chesterfield	Leeds	Teesside
Chilterns	Leek & Staffordshire	Telford
Colchester, Tendering & Suffolk Borders	Leicester	Tunbridge Wells
Coleraine	Lewisham, Southwark, Greenwich	Tyneside
Cork	Limerick & Tipperary	Wakefield & District
Cornwall at Truro	Lincoln	Walsall & District
Correspondence	Liverpool & Merseyside	Waltham Forest
Coventry & District	London (Central)	Warrington, Halton & St Helens
Craigavon	Lowestoft & Waveney	Waterford & The South East
Croydon & Sutton	Luton, South Bedfordshire & Harpenden	West Cumbria
Darlington	Macclesfield & District	Western Isles
Derby	Maidstone	Weston-Super-Mare
Derry	Manchester & Salford	Wigan
Doncaster	Mansfield & District	Winchester
Dorset	Medway, Gravesham & Swale West	Wolverhampton
Drogheda & North East	Mid Cheshire	Worcester
Dublin	Milton Keynes	Worksop
Dumfries & Galloway	Newbridge & Kildare	Worthing
Dundee	Newbury	Yeovil, Sherborne & District
Dunfermline	Newport & Gwent	York
Durham (Central)	Newry	
Ealing	North Devon & North Cornwall	

## Donors & Supporters

**We are extremely grateful to all supporters. Every donation we receive helps us to provide vital services to people in emotional distress. Our supporters include:**

### Companies & Organisations

Aramark Ltd  
Argos  
Barclaycard  
CCF  
Channel Four  
Cigna Healthcare  
Communications Workers Union  
Delaila  
Deloitte  
Dorset Cereals  
Give-It (the Alternative Gifts List)  
Home Retail Group  
Innocent Ltd  
Kerrang!  
Kirkpatrick & Lockhart Nicholson Graham LLP  
Ladbrooks plc  
Lamb & Holmes  
Land Securities Group Plc  
Legal and General Group Plc  
Lloyds Charities Trust  
Morrisons  
Motorola  
Neal's Yard Remedies  
Outfit  
RBC Dexia Investor Services  
Reclaim I.T Ltd  
Simply Health Charitable Committee  
Taylors of Harrogate  
The F A Premier League  
The Knights of St Columba  
The Vodafone UK Foundation  
Trader Media Group  
Universal  
Viewranks Ltd  
Wellspring Healthy Living Centre  
W H Smith  
Young Ambassadors

### Statutory

Big Lottery  
Department of Health, Social Services and Public  
Safety N.I./An Roinn Sláinte, Seirbhísi  
Soisialta agus Sabhailteachta Poibli  
Ministry of Justice: NOMS  
Scottish Government  
Welsh Assembly Government/ Llwodraeth  
Cynulliad Cymru  
Choose Life: A National Strategy and Action Plan  
to Prevent Suicide in Scotland  
Scottish Prison Service

Trusts & Foundations

29th May 1961 Charity	The Fulmer Charitable Trust
A D Power Will Trust	The Gladys Wightwick Charitable Trust
Britten Foundation	The Good Neighbours Trust
Buckland Charitable Trust	The Grand Charity of Freemasons
Calleva Foundation	The Hanley Trust
Charles & Amelia Fuchs Memorial Trust	The Headley Trust
Epigoni Trust	The Henry Smith Charity
Friarsgate Trust	The Humanitarian Trust
G M Morrison Charitable Trust	The Inverforth Charitable Trust
Gordon Fraser Charitable Trust	The Jessie Spencer Trust
Gresham Charitable Trust	The John Cutforth Charitable Trust
Homelands Charitable Trust	The Jordan Foundation
Inchcape Foundation	The June Stevens Foundation
Mrs Helen McMorrان Charitable Foundation	The Jasaca Charitable Trust
Mrs M Maxwell-Stuart's Charitable Trust	The Kay Williams Charitable Foundation
Mrs Ruby Smith Deceased Will Trust	The Kitty & Daniel Nabarro Charitable Trust
Mulberry Trust	The Lindley Charitable Trust
Netherdale Trust	The Lindsay Foundation
Nyda & Oliver Prenn Fund	The Lotus Foundation
R G Hills Charitable Trust	The Macdonald-Buchanan Charitable Trust
Richard Cloudesley's Charity	The Orchard Trust
Ronald Cruickshanks Foundation	The Orr Macintosh Foundation
Saddlers' Company	The Peacock Charitable Trust
Schroder Charity Trust	The Pilkington Charitable Trust
Scotshill Trust	The Roger Raymond Charitable Trust
Scouloudi Foundation	The Rufford Maurice Laing Foundation
Stanley Grundy Foundation	The Scorpion Charitable Trust
Sylvia Aitken Charitable Trust	The Sobell Foundation
The A & S Burton 1960 Charitable Trust	The Thomas Sivewright Catto Charitable Settlement
The Albert Hunt Trust	The Thompson Charitable Trust
The Albert Reckitt Charitable Trust	The Timpany Charitable Trust
The Astor Foundation	The Treeside Trust
The Bernard Sunley Charitable Foundation	The Vernon Charitable Trust
The Brook Charitable Foundation	The Vernon N Ely Charitable Settlement
The Castleforth Trust	The Vivian Child Charitable Trust
The City Bridge Trust	The Worshipful Company of Barbers
The Crag House Charitable Trust	The Worshipful Company of Carmen Benevolent Trust
The David & Judy Hyman Charitable Trust	Virginia Powell Charitable Trust
The Donald Forrester Trust	
The Ernst Kleinwort Charitable Trust	

**We are grateful to all those individuals who have generously supported Samaritans as well as those who remembered Samaritans in their wills.**

**And finally a huge thank you to everyone who volunteers for Samaritans whether you support people in distress, raise funds or awareness, or support the running of the branches.**

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