

**WORKING TOGETHER TO
REDUCE SUICIDE**

SAMARITANS ANNUAL REPORT AND ACCOUNTS 2015/16

SAMARITANS



At a glance

Statistics for the UK and Republic of Ireland, 2015

WE HAVE
201
BRANCHES

THERE ARE MORE THAN
20,000
SAMARITANS
VOLUNTEERS

SOMEONE
DIES BY
SUICIDE
EVERY **90** MINUTES

IT IS NOW
FREE TO
CALL US ON
116 123

SOMEBODY
CONTACTS
US EVERY **6** SECONDS

WE ARE OPEN
24 HOURS **365** DAYS
A DAY A YEAR

WE RESPONDED
TO OVER
5.4 MILLION
CALLS
FOR HELP*

WE REACHED OVER
750,000
PEOPLE THROUGH
OUR WORK IN
COMMUNITIES

THERE ARE AROUND
1,800
TRAINED
LISTENERS
ACROSS **141**
PRISONS

 Samaritans branches
(map not showing
Festival branch or
Correspondence branch)



* A 'call for help' is any contact made to Samaritans for support, whether by phone, text, email, face to face in branch, in prisons or through our outreach work. This figure is based on the 2015 calendar year. A 'caller' is anyone who has accessed our service, whether by phone or by any other means.

“

Having someone there
who cared about me
and not because they
had to but because
they wanted to.

SAMARITANS CALLER

”

Contents

- 4 A pivotal year –
Welcome from the Chair and CEO

Strategic Report

- 6 Why we're here
- 9 What we do
- 10 Who we are
- 13 Our strategy
- 14 Our key achievements
- 27 Working effectively and looking forward
- 30 Financial review
- 33 Risks and uncertainties

Trustees Governance Report

- 34 Our structure
- 37 Statement of Trustees' responsibilities
- 38 Independent Auditor's report to
Members and Trustees of Samaritans
- 40 Consolidated statement of
financial activities
- 41 Balance sheet
- 42 Consolidated cash flow statement
- 43 Notes to the accounts
- 56 Reference and administrative details
- 57 Samaritans branches
- 58 Helping us to be there

SAMARITANS

A pivotal year

Welcome from the Chair and CEO



Jenni McCartney

CHAIR

Jenni McCartney

I feel privileged that my first year as Chair has been such a landmark time for Samaritans, when we achieved a long-held goal to provide our helpline service free to callers across the UK and Republic of Ireland.

The last 12 months have been significant in other ways too. We launched our ambitious six-year strategy, *Working together to reduce suicide*, and welcomed our new CEO, Ruth Sutherland.

Ruth has made a huge impact already and 2015/16 saw many successes. Most significant has been the growth in our visibility and influence as Ruth has established herself as a key voice in the sector through the media, within government and with many other influential stakeholders.

I'm delighted that our previous CEO, Catherine Johnstone, was awarded a CBE for services to suicide prevention in the 2016 Queen's birthday honours list and that our former Chair, Stephen Hoddell, was also awarded a CBE in 2015 for services to civil society.

In the last year Samaritans reached more people than ever before. We responded to more than 5.4 million calls for help – that's someone contacting us every six seconds. Our new strategy outlines our ambitions to support even more people in more ways and highlights four priority areas of our work for focus – our service, access, influence and evidence. This report sets out what we've achieved so far in these areas.

We also know that to deliver our strategy we need to work more closely together as one organisation and I believe we've successfully built the foundations for this with the major changes to our structure and governance that are now in place. We have big ambitions to grow and develop Samaritans over the next few years and by working together we can achieve this.

It's a sobering thought that every 90 minutes someone in the UK or Republic of Ireland dies by suicide, but that's why it's so important to be there for anyone, whatever they're going through. Samaritans' volunteers, staff and supporters are bound together by a shared vision and passionate belief in our cause. Thank you to everyone for everything you do to make sure we're there when people need us.



In the last year,
we reached more
people than
ever before.





Ruth Sutherland

CEO

Ruth Sutherland

Samaritans is a social movement of more than 20,000 ordinary people doing amazing things and I'm so proud to be a part of it.

There's real strength in the fact that we're active in communities right across England, Scotland, Wales and Ireland through our vital network of Samaritans branches. Yet perhaps our biggest strength is that we're all part of a whole that is greater than the sum of our parts.

What Samaritans do is simple – we listen. We listen without judgement and offer the support needed to allow people to explore their feelings and to find their own way, in a safe and secure environment. The launch of our *We Listen* campaign, supported by the rail industry, in February 2016 powerfully brought to life this simple idea that's at the heart of everything we do.

But we have to make ourselves heard too, and we've made great strides this year. More people are aware of us and our work and we've got more influence with politicians and decision makers than ever before. As CEO my ambition is to build on these achievements so that Samaritans has an even bigger voice and we're heard where it counts as we campaign to improve the lives of our callers and those who need us most.

Our vision is that fewer people die by suicide and I believe we can achieve this because suicide is not inevitable. But our task is a big one: 6,581 people died by suicide in 2014 and it's the biggest killer of men under 50 and young people aged 20-34.

Suicide is also an inequality issue – if you are less well-off and male you are 10 times more likely to die by suicide than more well-off men. We've got an important role to play in tackling that. So we'll work tirelessly to support individuals but also campaign to help change the world people live in for the better through our health promotion and suicide prevention work.

My journey since joining Samaritans in August 2015, and then training as a listening volunteer, has been one of discovery; understanding all the many amazing things Samaritans do. The next phase will be one where we will use our voice loudly and proudly and be there to listen to even more people, in more ways that work for them.



We will be there to listen to even more people in more ways that work for them.



Strategic Report

Why we're here

We know that life can sometimes be incredibly tough. That's why Samaritans is there for everyone, whatever they are going through and whenever they are struggling to cope.

Tragically, for some, suicide can seem like the only option and in 2014, 6,581 people in the UK and Republic of Ireland took their own life.*

It's a complex issue and behind the statistics are 6,581 individuals, families, colleagues and communities, each with their own unique story. But we also know that suicide is not equal. Men are three times more likely to take their own life than women and the risk for men from poorer backgrounds is greater still. If you are less well-off and male you are 10 times more likely to die by suicide than well-off men.**

However, latest figures show we must pay attention to the risk in both genders. Despite an encouraging decrease in overall suicide rates, we saw an increase in female suicides in the UK and Republic of Ireland, and the highest rate of female suicide in England since 2005.

At Samaritans we believe that suicide is not inevitable, it's preventable. In 2015 we launched our six year strategy *Working together to reduce suicide 2015-2021* which outlines our commitment to better understanding those most at risk and to being there for people when they most need us.

Suicide is the biggest killer of men under 50 and young people aged 20-34.

* Scowcroft, E. (2016) *Suicide statistics report: data for 2012-2014*. United Kingdom: Samaritans.

** Wyllie, C., Platt, S., Brownlie, J., Chandler, A., Connolly, S., Evans, R., ... Scourfield, J. (2012). *Men, suicide and society: Why disadvantaged men in mid-life die by suicide*. United Kingdom: Samaritans.





Bhanu, Samaritans volunteer

What we do

Our vision is that fewer people die by suicide



To make this happen we aim to:

Reduce the feelings of distress and crisis that can lead to suicide

Increase access to support for people in distress and crisis

Reduce the risk of suicide in specific settings and vulnerable groups

Influence governments and other agencies to take action to reduce suicide



Through our work in the following areas:

We provide support to those struggling to cope

We take support into our communities to reach people where they need us

We are available round the clock, by phone, SMS and email

We provide face-to-face support in our branches

We lobby national and local policy makers

We create partnerships with other organisations to increase support for vulnerable groups

We provide people with information about other sources of help

We publish policy recommendations

We form coalitions and campaign

We conduct research and collaborate with experts

We raise awareness with parliamentarians

We run peer support in prisons

We provide expertise on national and local forums

We provide training

We work with the media to promote responsible representation of suicide

We partner with the rail industry to reduce suicide on the railways

We provide support to families and communities affected by suicide

Who we are

At Samaritans we know from our experience that sometimes just having someone there who will listen when you're struggling to cope really can make all the difference.

Samaritans relies on the extraordinary efforts of more than 20,000 'ordinary' people who volunteer their time to be there for our callers or to support the running of our 201 branches and 141 prison Listener schemes across the UK and Republic of Ireland.

Through the commitment of individual volunteers, we are able to be there for everyone, whatever they're going through, by phone, email, text or face to face, both day and night. We will listen without judgement and offer the support needed to allow people to explore their feelings and to find their own way in a safe and secure environment.

And we don't only sit and listen, we also go out into the community – to prisons, to schools, workplaces, railways, hospitals and festivals to offer training and/or support where we are most needed.

We also work with governments, regulatory bodies and the media to influence discussions about suicide where we can have the most impact.

The amazing Samaritans volunteers are supported by a dedicated team of around 150 staff based mainly in our central office in Surrey, but also in Dublin, Belfast, Edinburgh and Cardiff. They provide operational support, IT, finance, legal and HR, as well as influencing policy and raising awareness and funds for Samaritans.

We also rely on the incredible support of members of the public who give so generously through fundraising and donations. 70% of our total income received in 2015/16 was from public donations and legacies. We can't thank you enough and would not be able to run the service without you.

Our values

We are underpinned by a set of values that are core to our service.

Listening

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

Confidentiality

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





We are able to be there for everyone, whatever they're going through.

Ruby, Samaritans volunteer

Non-judgemental

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

People making their own decisions wherever possible

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

Human contact

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



We will fully support and develop our volunteers and staff in order to deliver the best possible service to our callers.

Sue, Samaritans volunteer

Our strategy

This year we launched our strategy *Working together to reduce suicide 2015-21*. It outlines our vision for 2021, our priority areas, and the ways in which we must work better to achieve even greater impact.

To achieve our vision of fewer people dying by suicide, we have identified four priorities around which we will organise our resources over the six years of the strategy:

1

Service

We will improve the quality and consistency of our services.

2

Access

We will improve access to Samaritans' services.

3

Influence

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

4

Evidence

We will improve collection and application of evidence.

In order to deliver these priorities, we will focus our attention on:

People

We will fully support and develop our volunteers and staff in order to deliver the best possible service to our callers.

Income and finance

We will increase and carefully manage our resources in order to create a sustainable organisation and to better serve our callers.

Ways of working

We will make any changes needed to the way we work in order to better serve our callers.

Technology and information

We will use digital technology to improve access to our service and to help inform the development of our service in the future.

We've made progress against our priorities this year and created solid foundations upon which to build in the next five. The following pages highlight some of our major achievements during 2015/16 alongside some stories of how changes at Samaritans are already making a difference to our people and to our callers.

In developing our strategy and accompanying activity plans, the Trustees have given due consideration to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011.

The statistics and measures that are quoted in this Strategic Report are either drawn from systems run by the Central Charity or are based on records and returns that are retained and provided by the branches to the Central Charity, specifically volunteer numbers. Some other statistics are sourced externally and are stated accordingly. The statistics quoted in the Strategic Report are based on the 2015 calendar year (1 January to 31 December 2015), unless otherwise stated. We are working to standardise our reporting periods over the coming year.

Our key achievements

1 Service

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

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

What we did

We set high and consistent standards for all our services with the launch of a new Operating Agreement. By working to a common agreement across the charity, we can make sure each and every person who turns to us receives the same high quality of support.

We supported our branches with the launch of *Branch Hub*; a go-to resource packed with information and guidance for Samaritans volunteers.

We asked how we can best support our regular callers in a two-year review that began in 2015. We're reflecting on how we support these callers now, and what we could do differently.

We renewed our commitment to keeping callers safe by completing a major review of our safeguarding policy. We're using the results to develop best practice processes across the charity.

We took more calls through our new telephony system Connect, which was introduced into the UK in early 2015. On launch, it enabled us to answer 99% of calls to Samaritans. However, in September 2015, we launched our new free to caller number 116 123 which has led to a 34% increase in telephone call volumes.* Whilst Connect has been instrumental in enabling us to handle these higher call volumes, the answer rate has slipped to 90%, and we are working on a number of initiatives to address this.

We listened, to make us better, by using callers' feedback – good and bad – to evolve and improve our service. Of the more than 5.4 million calls for help we responded to during the 2015 calendar year, we received 268 complaints about our service across the UK and Republic of Ireland. All complaints are fully investigated and around 15 per cent were upheld. We use the valuable information gained to help improve the quality of our service to callers.

*Based on the percentage increase between calls received in April 2016 versus April 2015.



I can manage the way
I feel much better and
this has changed my life.

NICOLA



Nicola Gee (age 24)

“Samaritans’ service has been a lifeline for me and is a huge benefit to those who may think their views, feelings and emotions aren’t worth bothering with. You are important and that’s what I realised as soon as I reached out to Samaritans.

Being listened to lifted a huge weight off my shoulders and I realised for the first time that my feelings were just as important as anyone else’s. Talking to Samaritans helped me feel

less isolated and see that I didn’t need to face depression on my own and that I had the strength to overcome it.

At first I was too apprehensive to call, I thought that I wouldn’t know what to say so the text service worked best for me. There was no waiting around for a reply and absolutely no judgement. Most importantly, I didn’t regret asking for help in the first place.

Samaritans gives people undivided attention and really listens. Some feelings are so strong, I don’t want to tell friends and family. Before I used Samaritans, I’d end up alone with them and feel depressed but now I have the confidence to talk before I reach that point. I can manage the way I feel much better and this has changed my life.”



2 Access

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

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

What we did

We responded to more than 5.4 million calls for help by phone, email, SMS and face to face in 2015. That's more than 14,000 times each day that we were there for people who needed someone to turn to.

Our helpline became free to call right across the UK and Ireland. Following the pioneering launch of our free to caller service in the Republic of Ireland in 2014, in September 2015 our helpline also went free for the first time across the UK. Now people can access our 116 123 number any time of the day or night, every single day of the year, free of charge from landlines and mobile phones, even when they're out of credit. And it won't show up on their bill. This will allow us to support even more people struggling to cope. Our Welsh language line also became free in February 2016.

This step was made possible through our partnership with Vodafone, the co-operation of the wider telecommunications industry and vital funding from the Big Lottery Fund.

Our launch was supported through a radio and poster campaign in 10 pilot areas known to have high suicide rates and socio-economic deprivation. The pilot scheme aimed to help us understand levels of awareness and perception of the service and the barriers that might prevent people from contacting us. The findings of this pilot study will go on to influence additional work in the year ahead.

As a result of the success of Freecall in the Republic of Ireland, in March 2016 the six largest telecommunications providers committed to a further three year extension of the partnership in the Republic of Ireland, safeguarding the project until March 2019.

We worked in 141 prisons across the UK and Republic of Ireland. Around 1,800 prison Listeners received over 89,000 contacts for support, and a £500,000 grant from the National Offender Management Service (NOMS) secured the schemes in England and Wales for another year. Working with NOMS, Samaritans support is now planned for HMP Berwyn, the new super prison in Wales.

We used the prison Listener scheme as the model for a new peer-to-peer service in Dublin for men at risk of suicide as a result of redundancy. The Mojo Listens service (in partnership with the Mojo Men's Project) has already trained 10 men who've struggled to cope in the past and who now feel equipped to offer a listening space to others like them.

We offered services in education with our well-respected online teaching resources – known as DEAL (Developing Emotional Awareness and Listening). Developed by Samaritans and endorsed by the Scottish and Welsh governments and quality assured by the PHSE Association in England, the resources are used widely by professionals working with young people to help develop resilience, build coping strategies and create a better understanding of emotional health, enabling young people to seek the help they need and ultimately reducing the risk of suicide. During the last year DEAL was accessed by 20,000 people, and since the launch of the scheme in 2014, 1,300 different organisations have accessed the resources. Many educational professionals and networks of teachers, such as the Wales Healthy Schools Team who offer support and advice to teachers and students on developing a healthy environment, have received training on using the DEAL resources.

We worked to ensure young people were better informed by offering advice on looking after emotional health and seeking help. In the last year, Samaritans volunteers have delivered talks to 40,000 young people in schools, colleges and youth settings.

We were there at schools and colleges affected by suicide through a service called Step by Step, a national team of listening volunteers who have been specially trained to offer support, resources and advice to schools and colleges after an attempted or suspected suicide. Over the last year, the Step by Step team have responded to every report of an attempted or suspected suicide and request for support received. In the Republic of Ireland, the Step by Step service was adopted by schools in Dublin and by the Education Training Boards in Cork and Waterford.

We worked to support those bereaved by suicide through a partnership called Facing the Future. Working with Cruse Bereavement Care and supported by the Claire Squires Fund, we've trained 33 volunteers to lead support groups in six pilot areas of the UK and have received 128 registrations for the groups.

We were there in areas of deprivation including through our work on the South Wales Valleys project. Supported by the Waterloo Foundation, Samaritans launched an initiative this year to extend our service to local areas of deprivation where there is no Samaritans presence and raise awareness of the importance of seeking help when it's needed. This project has been helped by the launch of the Welsh Language Scheme, with a range of bi-lingual materials.

We rolled out the Missing People partnership, following a successful two year pilot. Through the partnership with the police and Missing People, we reached 22% of vulnerable people referred to us, who had been missing or at risk of suicide. This is more than twice the number Missing People reached before the partnership began.

We were there for more people, in more ways, by innovating to reach new audiences. More people than ever – 88 per cent* – recognise the Samaritans brand, and our social media audience has doubled since last year to more than 160,000 people. As part of the *We Listen* campaign, 400,000 people watched our pioneering 360-degree virtual reality film which showed how easy it can be to miss the signs that a friend is struggling to cope.



It's like unpacking
the heavy
baggage you've
been carrying.

SAMARITANS CALLER





Now I do not need to worry about the expense to the caller if the call goes on for a long time.

RALPH



Ralph (age 82) and Mia (age 31)

Ralph has been a volunteer for 45 years. He was also part of the team that helped introduce the new free to caller telephone service to the UK in September 2015. Mia, a volunteer for a year, had been with Samaritans for just a month when the free to caller service was introduced.

“When I started, Eastbourne branch was in cramped rented rooms, with one local helpline. Now the branch has a permanent home, two free to

call national phone lines, and an email and SMS service,” said Ralph.

“Plenty of people suffer financial hardship, which exacerbates their emotional problems. Now I do not need to worry about the expense to the caller if the call goes on for a long time. It takes time to develop trust so that people feel able to open up about their emotional difficulties.

If you try to restore a caller’s self-belief after five minutes, they

will think that it is something you have been told to say. But if it is a response as part of a deep and emotional conversation, they are more likely to accept this is someone who takes an interest and cares.”

Mia said: “Since we went over to Freecall, the phones are busier, but that is a good thing. When the phone rings again as soon as I have finished a call I know I’m helping as many people as I can.”



3 Influence

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

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

What we did

We trained our 10,000th member of railway staff as part of our continued partnership with Network Rail and the wider rail industry that sets out to help reduce suicide on the railways and the traumatic impact of such incidents on their staff and passengers. In the past year we have seen a decrease in suspected suicide incidents on the railways from 287 in 2014/15 to an estimated 252 in 2015/16, a decline of 12%.* We also organised 120 instances of Samaritans post-incident support at stations for passengers and rail staff and held 254 outreach events.

We launched a major awareness-raising campaign, *We Listen*, supported by Network Rail on behalf of the wider rail industry, across England, Scotland and Wales, and in Northern Ireland in partnership with Translink. Launched in February 2016, the campaign featured on posters, digital screens and ticket gates in railway stations across England, Scotland and Wales. Thanks to free advertising space donated by National Rail Enquiries, the campaign is also featured on the reverse of all UK train tickets, putting us in the pockets of thousands of train travellers every day.

We worked closely with the media to train over 150 editors and journalists from national and local newspapers in the reporting of suicide and our Media Guidelines picked up a 'Highly Commended' at the PR Week Awards. We also consulted on scripts for dramas and documentaries to ensure suicide is depicted sensitively and responsibly.

We received funding from the Department of Health to work with them to develop new regional health sector partnerships to deliver improved care for individuals in distress who come into contact with the health service in England. The funding will support this work over the next three years.



Frantzesco Kangaris/Samaritans

ABOVE: *We Listen* was supported by celebrities, including Olympic Champion boxer Audley Harrison

* Source: Rail Safety & Standards Board period reporting. Figures are subject to fluctuations due to Coroners' verdicts.

We pushed suicide prevention up the political agenda by making our voice heard by politicians and influencers in the UK and Republic of Ireland. In the run up to elections in the Republic of Ireland, Northern Ireland, Scotland and Wales, we worked with candidates across the main political parties to ensure they were aware of Samaritans and our priorities.

We participated in national suicide prevention strategy advisory groups in all the nations we work in, helping shape policy and action in this area.

We responded to Government policy consultations in every nation on topics including supporting prisoners at risk, mental health capacity building and emotional health, and public health.

We worked with parliamentarians and assembly members in the Westminster parliament, in the parliament of the Republic of Ireland, in the Scottish parliament and in the Assemblies in Northern Ireland and Wales. We provided the Secretariat for the UK's All Party Parliamentary Group on Suicide and Self-Harm Prevention.

We contributed to the 'Five Year Forward View for Mental Health' by the Mental Health Task Force, a key report outlining recommendations for the NHS and Government to improve mental health in England, including the aim that every local authority should have a multi-agency suicide prevention plan in place by 2017.

We secured Scottish Government funding towards our suicide prevention work in Scotland.

We influenced efforts to prevent suicide in prisons by working closely with organisations in the sector. Our joint conference brought together the National Offender Management Service, prison staff, Samaritans volunteers and Listeners to discuss the issues. We attended the Ministerial Board for Deaths in Custody and we contributed to the development of the Scottish Prison Service's new Prevention of Suicide in Prison strategy. We were also represented on the Ministerial Forum on Safety in Custody (Northern Ireland) and were active members of the Irish Prison Service Steering Group on Suicide Prevention and as partners in a short-term research project on deaths in custody 2009-2014.

We were proud of our Chair and CEO when they were recognised as leaders in the sector. In 2015 Jenni McCartney our Chair won a CharityComms Inspiring Communicator Awards, recognising her professionalism, innovation, dedication, communication with volunteers and flair for promoting Samaritans. And Ruth Sutherland our CEO was named as one of the Top 30 charity leaders in the prestigious Social CEO Awards.



ABOVE: A reception, attended by 100 people, was held in the Westminster parliament to launch *We Listen*. Pictured, Ruth Sutherland, Samaritans CEO with Alistair Burt, the then government minister with responsibility for mental health in England



I think a lot of people, men especially, don't like to talk about their problems...

AUDLEY



Audley Harrison MBE

“As a boxer, I reached the heights, winning Olympic Gold at Sydney in 2000. But, I've also seen the lows, and understand what it's like to lose someone you care about to suicide. So I was really pleased to have the chance to work with Samaritans and front up its *We Listen* campaign to help get the message out there.

I think a lot of people, men especially, don't like to talk about their problems, and they bottle it up, and it overwhelms them, and they can start thinking about suicide. But if you can interrupt that journey – and you can do that just by listening – then you can give them the chance to make different choices, to tell a different story.

Everybody has moments in their life when they feel overwhelmed, when they're feeling really stressed, and I think having somebody that you can call, outside of family and friends, is very important. Have no shame in your game to pick up the phone. That's my message in supporting Samaritans – more people need to realise they're not alone. If you're struggling, you can call Samaritans.”

CHAMPION BOXER | SAMARITANS AMBASSADOR



4 Evidence

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

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

What we did

We supported six leading suicide research studies this year, including evaluations of our own services:

- Suicide and the online environment, led by Dr Lucy Biddle, University of Bristol. This research aims to understand why people use the internet when they are feeling suicidal, its impact (both helpful and harmful), and what we can do to make the online environment 'safer' for them.
- Qualitative Understanding of Experiencing Suicidal Thoughts (QUEST), led by Dr Lisa Marzano, University of Middlesex. This study aims to explore and understand why some people have suicidal thoughts, what influences this, and why some particular locations are chosen for suicide.
- Socio-economic disadvantage and suicide, led by Emeritus Professor Stephen Platt, University of Edinburgh. This research aims to explain the relationship between socio-economic deprivation and suicide, and will make policy recommendations for action to address the problem.
- Caller outcomes feasibility study, led by Emeritus Professor Stephen Platt, University of Edinburgh. The aim is to test an approach to measuring outcomes for callers who use Samaritans' telephone helpline and to explore callers' experiences of this approach.
- Evaluating the impact of Samaritans' prison Listener scheme, led by Elizabeth Scowcroft, Nottingham Trent University. This research aims to establish what impact the prison Listener scheme has on prisoners' risk of suicide. It also aims to provide further evidence and contribute to a wider understanding of suicidal behaviour within the field of psychology.
- Empathy and Trust in Communicating Online (EMoTICON), led by Dr Julie Brownlie, University of Edinburgh. This study aims to uncover why and how people look to online sources of help when experiencing emotional distress, and with what consequences. It also aims to explore how trust and empathy are established in different online environments, and what volunteers' experiences are in this field.



Susan Hampshire/NOMS

LEFT: HRH The Princess Royal meets Listeners and local Samaritans volunteers during a visit to Swansea prison in February 2016

We supported 17 student research projects exploring a range of topics, from the emotional impact of volunteering, to an exploration of “peer support volunteerism” on prisoners (our prison Listener scheme) and those in the community, post-release.

We worked closely with leading academics in the field including: Professor Keith Hawton from the University of Oxford, Professor Nav Kapur from the University of Manchester, Professor David Gunnell from the University of Bristol (a member of the Samaritans Board of Trustees), Dr Lucy Biddle from the University of Bristol, and Professor Rory O'Connor from the University of Glasgow to support, promote and disseminate their research.

We compiled and communicated key data on suicide, in our Suicide Statistics Report of April 2015. The report is a compendium of suicide numbers, rates and trends across the UK and Republic of Ireland and details the latest data for deaths registered up to 2013. Our report is the only place where these statistics are brought together and is cited by the Office for National Statistics in their annual release of suicide statistics for the UK.

In February 2016 we compiled and disseminated the UK and Republic of Ireland suicide statistics for deaths registered up to 2014, via a research blog and press release.



After I ended the call I can honestly say I felt different. It was as though this person who had listened to my grief had helped me lift a burden. I only wished I had contacted them sooner.

SAMARITANS CALLER





Research can help us tailor new, more effective ways to support people.

ELIZABETH



Elizabeth Scowcroft

“As part of my role as a full time member of staff, I am currently completing my doctoral studies which will provide Samaritans with findings related to its peer-support service in prisons – the prison Listener scheme. Through this research, I will gather evidence about whether listening has a positive effect on psychological characteristics that we know are related to suicide. As well as information specifically on the

prison Listener scheme, the study will give us a wider understanding of the psychology of suicide.

My interest in this area comes from wanting to understand why, for some people, there comes a point where life is so unbearable they no longer want to live. We know that suicide is not equal, it affects the most deprived in our society and I have a passion to understand why and how this happens, and to help

those people. As a psychological researcher, I believe that this can help us tailor new, more effective ways to support people better.

It’s great that Samaritans is committed to using evidence to drive its work. Ultimately, this could mean that we are able to prevent people reaching a point where they want to take their own lives, and help them before it’s too late.”

More than 20,000 volunteers gave their time to a range of roles to support and deliver the service to callers.



Sanjay and Sandra, Samaritans volunteers

Working effectively

The objectives we've set ourselves in the new strategy are ambitious, and to achieve them we'll need to be the best that we can be. We identified four areas for improvement in the way we operate at Samaritans, and this year we've worked hard to create the right foundations in each area.

1. People

We will fully support and develop our volunteers and staff in order to deliver the best possible service to our callers.

Our strength is built on individual volunteers supported by the skills and expertise of staff. The demand for our service is increasing every year, and we need to make sure we're using volunteer and staff time and skills in the most effective way. We are starting a major project to review our recruitment, training, development and support of volunteers and staff to ensure we have the right people with the right skills in the right roles. A volunteer's time is valuable; that's why we will be making sure they are able to give their time flexibly and develop their skills effectively to contribute in a role that supports our callers.

As of the end of 2015, more than 20,000 volunteers gave their time to a range of roles to support and deliver the service to callers. Included within this number are nearly 17,000 volunteers who provide direct support to our callers across our network of 201 branches, almost 2,000 support volunteers and around 1,800 Listeners volunteering in prisons as part of the Listener scheme.

2. Our ways of working

We will make any changes needed to the way we work in order to better serve our callers.

This year we've begun a transformation in the way we work at Samaritans. We operate through more than 200 branches and we must work effectively as one organisation to provide a high quality and consistent service. This year we improved the leadership and governance structures across our branch network, and provided a choice for branches of ways of belonging to Samaritans, either through joining the Central Charity or by being affiliates. Thirteen branches acted as pathfinders for this process, and the new arrangements will be fully in place across the branch network by October 2017.



It made me think this guy who helped me on the phone might be the guy I push past on the tube, just an everyday person who is actually so warm-hearted and caring that he gives up his time to help people like me.

SAMARITANS CALLER





LEFT: Julie Walters CBE with Ruth Sutherland, Samaritans CEO at the ICAP Charity Day 2015



ABOVE: Matt Lucas with a trader at the ICAP Charity Day 2015



It's been two years and as I look back on it now, someone who didn't even know me cared enough to listen and saved my life.

SAMARITANS CALLER



3. Income and finance

We will increase and carefully manage our resources in order to create a sustainable organisation and to better serve our callers.

We continued to grow our income this year, raising £16 million for our vital work in 2015/16. This figure does not include the substantial funds raised locally by our branches which are used to pay their running costs.

The incredible generosity, time and support from companies, charitable trusts and thousands of individual supporters means we can continue to be there for callers, day and night.

Fundraising highlights from 2015/16 include:

- **Through a gift in their will, supporters provided Samaritans with a legacy income** of £3.3 million this year. Thank you to everyone who has included us in their will to help us secure our service into the future.
- **Our Christmas campaign** was the most successful yet and generated more than £350,000 across a number of activities.
- **Julie Walters and Matt Lucas (pictured) were amongst the stars at the 2015 ICAP Charity Day** which raised £150,000 for Samaritans. Thanks to the Isabella Blow Foundation for nominating Samaritans as an ICAP Charity Day beneficiary.

We continue to review our internal fundraising practices, along with those who fundraise on our behalf, to make sure we are compliant with the current legal and regulatory framework. We will update and implement any future changes that may be required to achieve best practice including, for example, taking account of the principles and guidance set out in *Charity fundraising: a guide to trustee duties (CC20)*.

Internally, we have looked at how we use our financial resources across the organisation to make sure we invest the funds available in developing the service to our callers. To help achieve this, the method by which branches contribute financially to the Samaritans Central Charity has changed with effect from 1 April 2016.

RIGHT: Eamon, Samaritans volunteer



Chris O'Donovan Photography/Samaritans

4. Technology and information

We will use digital technology to improve access to our service and to help inform the development of our service in the future.

Our research suggests that callers want to reach us in ways that suit them better, including instant messaging. With a substantial investment of £400,000 from the Isle of Man branch, we are taking the first steps on our Digital Development Programme by introducing a prototype for an instant messaging service. This will enable us to test the new service with callers, then using the learning and experience from the prototype, we will develop all our written word services so that they are fully integrated with our telephony system.

Looking forward

Over the next year we will continue to work towards delivering our strategic goals for 2021.

The main areas of focus for 2016/17 will be:

- **Continuing to increase our awareness and influencing work at an organisational, regional and local level.**
- **Investing in the development of the service to our callers, particularly through digital technology, so that callers can contact us easily in a way that suits them.**
- **Refining our understanding of the needs of our callers and the impact of what we deliver, so that we can continue to develop our service.**
- **Investing in how we recruit, support and develop Samaritans volunteers.**
- **Embedding our new ways of working across the organisation, and ensuring that these changes have a direct benefit on the service to the caller.**
- **Bringing Samaritans' core IT services up to date to help us work together effectively, flexibly and securely, over our multiple locations.**



A huge sigh of relief in the middle of the night, when everything feels worse.

SAMARITANS CALLER



Financial review

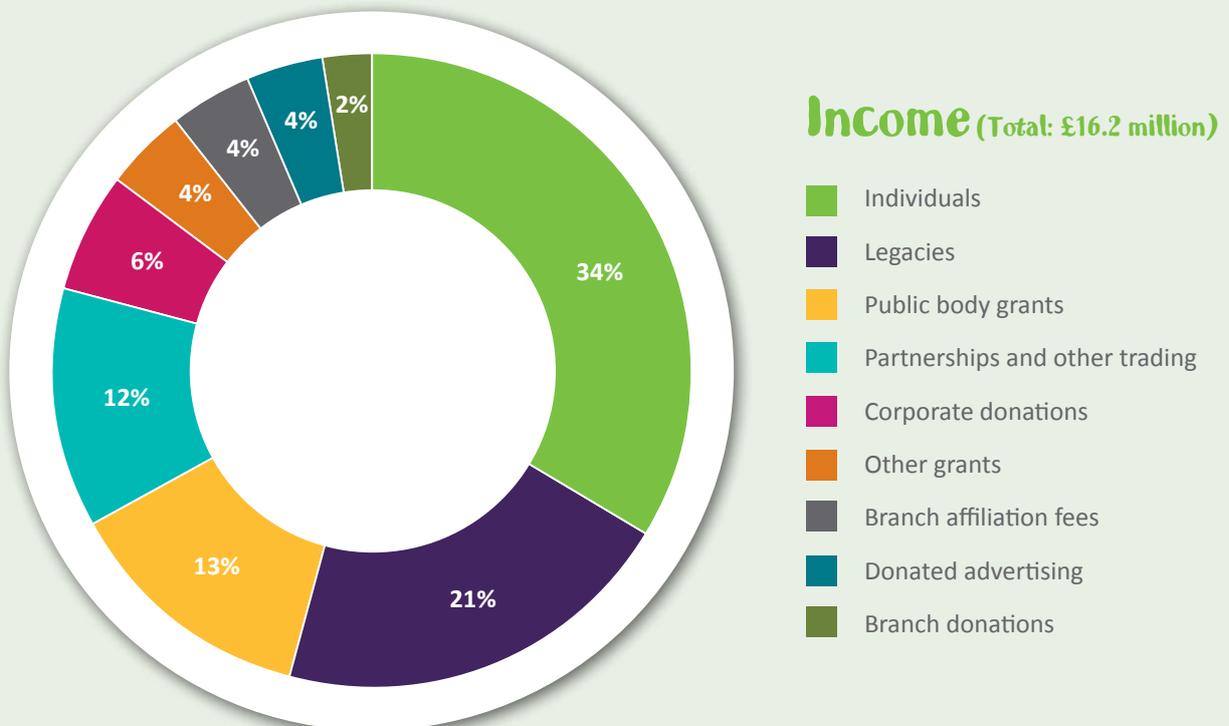
Overview

The context for this financial review is the strategic plan for the period 2015-21, *Working together to reduce suicide*.

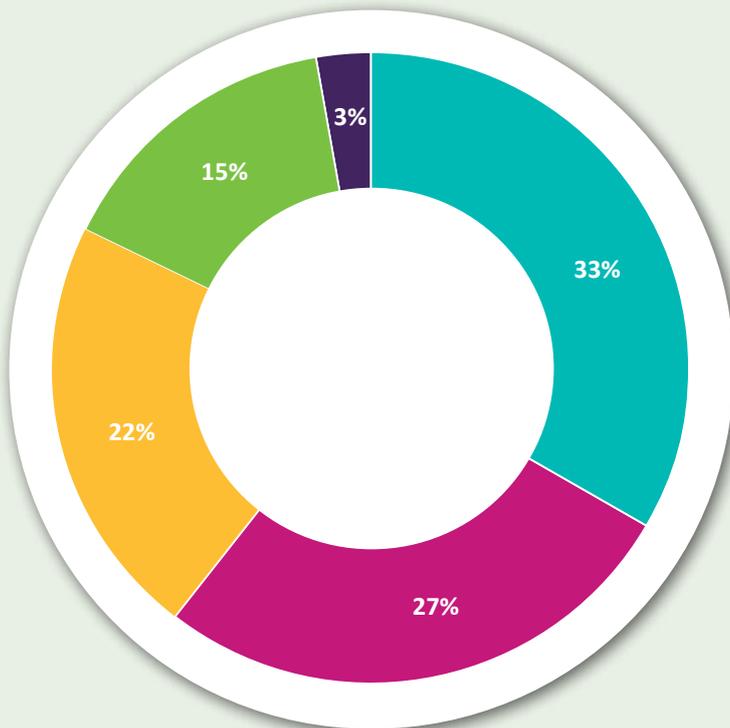
The financial statements of the consolidated charity group for the year ended 31 March 2016 show net increases of £658,000 in unrestricted funds and £358,000 in restricted funds. The surplus in unrestricted funds for the year was considerably better than had been budgeted, primarily due to substantial legacy income and a contribution of £400,000 received from the Isle of Man branch in March 2016 towards the development

of instant messaging as a new channel for delivering the service to callers.

The financial statements do not reflect the value of the time donated by the volunteers within the branches in delivering the Samaritans service, which is estimated at over £70 million per annum with more than 20,000 volunteers giving in excess of 5.3 million hours of their time.* This is the bedrock on which the strength of Samaritans is built.



* Based on 20,652 volunteers giving an average of five hours per week at the median gross hourly rate for full time workers in the UK, as stated by the Office for National Statistics.



Expenditure (Total: £15.1 million)



Income

The majority of the charity's income continues to be raised from donations and legacies and in the year 2015/16 increased to £11.4 million, compared to £9.8 million in the previous year.

The range of fundraising activities that Samaritans carries out is extensive and includes amounts received from: corporate supporters, funds secured from Trusts, legacies, individual donors, community events, sporting and challenge events and grants from public bodies. We will continue to diversify our fundraising and income generation to mitigate the impact that any regulatory changes may have on our activities.

Our individual donor income has increased from £5.1 million in 2014/15 to £5.4 million in 2015/16. Looking after our loyal donor base continues to be a priority for us, and a list of our major donors and supporters can be found on page 58.

In addition to the fundraising activities above, our other major funding streams include our partnership with Network Rail for the delivery of training to staff and awareness-raising, and grant funding for the support of the prison Listener scheme funded by the National Offender Management Service. We also recently secured funding of £3.5 million over three years commencing 1 April 2016 from the Chancellor (using LIBOR funds) for developing services to support armed forces personnel.

Expenditure

Total consolidated expenditure, including the value of donated advertising, increased to £15.1 million in 2015/16, an increase of 15% from the previous year.

Within this amount, fundraising costs amounted to £4.1 million which represents a decrease of £0.2 million on the previous year. We continue to invest in broadening our donor base and the range of fundraising activities undertaken to ensure our sustainability, whilst at the same time ensuring that we maximise the return from our fundraising expenditure.

Total charitable expenditure amounted to £11.0 million in 2015/16 compared with £8.8 million in 2014/15, an increase of 25%, which is analysed in detail in note 7 to the accounts. We are constantly looking at how we can maximise the proportion of expenditure in developing and delivering the service to callers to respond to the increasing demand for our services and to reach more callers through the communication channels they wish to use. We have invested heavily in recent years in Connect, Freecall and our support of the vital branch network, including through changes to our ways of working. This is reflected in the increasing proportion of charitable expenditure, up from 67% to 73%, a trend we will be seeking to continue.

Subsidiaries

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

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

Reserves policy

As at 31 March 2016 the total consolidated funds held by the charity amounted to £8.8 million. Of these funds, £7.5 million are unrestricted and £1.3 million are restricted. Within the unrestricted funds there are two designated funds, namely £1.7 million comprising fixed assets and £0.9 million to fund making our service more accessible using digital technology.

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

In this context, the Trustees have in recent years retained a target range for free reserves of between three and four months of unrestricted expenditure (which as at 31 March 2016 would equate to £3.1 million and £4.2 million respectively); free reserves are calculated as total unrestricted reserves less designated funds. At 31 March 2016 the actual level of consolidated free reserves held is above the target range at 4.7 months (£4.9 million). In the current year, 2016/17, the Board of Trustees have agreed a deficit budget of £1.5 million reflecting investment in the development and support of the service to callers, which is expected to reduce the measure of free reserves down to within the current target range.

The Trustees will review the current reserves policy in the coming year in light of a number of factors

including the impact of the organisational restructure which is expected to result in around one third of the 201 branches (currently separate charities, not consolidated in these financial statements) becoming part of the Central Charity in the period April 2016 to October 2017, the effect of any potential changes in fundraising regulation and the plans of the Central Charity to invest in the development of the service.

Investment policy

J Hambro & Partners are the appointed investment managers and as at 31 March 2016 the value of the portfolio managed by them amounted to £1.0 million. In addition, £2.6 million is held within the COIF Charities Deposit Fund. During 2016/17 the Trustees will be reviewing the proportion of funds invested for the longer term in the context of our financial projections, our reserves policy and service investment requirements in coming years.

Going concern

Our planning processes, including financial projections, take into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. Having reviewed the financial projections, including cash flow, the Trustees consider that there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

Risks and uncertainties

As an integral part of the risk management approach set out on page 36, the Board of Trustees considers the principal risks and uncertainties for Samaritans, and the actions we take to manage those risks.

RISK

Our current and potential callers not being able to access our service.

MANAGING ACTIONS

Responding to the high and increasing demand for the Samaritans' service, we are constantly addressing accessibility and capacity challenges. This forms a key plank of our new strategy, and drives our investment in the service. We will be developing: an integrated digital platform for telephone, SMS, email and instant messaging so our callers can reach us through the channel of their choice; investing in the recruitment, retention and development of volunteers; and making best use of both the call distribution technology and demand data to make sure we match volunteer effort with the demands of the caller.

RISK

Failing to influence policy to help reduce suicide and therefore not meeting the needs of our stakeholders including callers, volunteers and branches, funders, partners and staff.

MANAGING ACTIONS

We need to have a deep understanding of our caller needs. Our strategy emphasises the importance of collecting evidence of our impact through investing in research, and using that knowledge to shape our service accordingly and demonstrate its impact to our stakeholders and funders. Further, this knowledge will inform our influencing work at local, regional and national level to help achieve our vision to reduce suicide.

RISK

Damage to our reputation and service, for example by breaches in the confidential nature of our service, loss of sensitive data or issues around the safeguarding of young people and vulnerable adults.

MANAGING ACTIONS

The organisation's policies and approach to maintaining confidentiality and handling data and our callers appropriately, together with the rationale for our approach, are constantly reviewed. We make sure they are effective, legal and consistently communicated and understood, including taking external professional advice as required.

RISK

Not being able to maintain financial stability (the need to continue to raise adequate funds whilst operating in a highly competitive market and one under increasing scrutiny).

MANAGING ACTIONS

Our fundraising strategy is focused on building and maintaining a broad base of funding, whilst seeking to adhere to sector-wide best practice, to make sure we are not over reliant on any one source. Our expenditure plans are carefully developed in advance, with an ability to adapt to changed financial circumstances should the need arise. In addition, our reserves policy provides a degree of financial stability over the short and medium term.

RISK

Our organisation not working as effectively and coherently as required to develop and deliver our services.

MANAGING ACTIONS

We have been undertaking a major change programme to make sure we work together effectively across the whole organisation. The changes have sought to build on the strengths of our federated structure, to ensure that all aspects of our ways of working – processes, roles and responsibilities, structures, finances and culture – are organised effectively and work coherently to deliver the best possible service to our callers.

Trustees Governance Report

Our structure

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

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

Samaritans has three subsidiaries, all of which are consolidated into the Samaritans group accounts:

- ▶ The Samaritan Enterprises Ltd, a trading company in which Samaritans has a 100 per cent shareholding.
- ▶ Samaritans Ireland which is an Irish company incorporated in 2007 that is limited by guarantee. By virtue of its constitution, Samaritans is able to exert significant influence over Samaritans Ireland.
- ▶ Samaritans in Scotland, which is a Scottish Charitable Incorporated Organisation (SCIO), established on 11 March 2014. Samaritans provides its principal funding and is able to exert significant influence through specific provisions in the SCIO constitution.

There are 201 Samaritans branches operating in the UK and Republic of Ireland as well as the Channel Islands and the Isle of Man. As at 31 March 2016, each branch was a separate charitable unincorporated association, operating within a federated structure and their finances are not consolidated into Samaritans' group accounts. The branches are organised and work together in 13 geographic regions to offer emotional support services principally on the phone, face to face, via SMS or email, and also through outreach and partnership activity.

As part of changes to our ways of working across the organisation, between April 2016 and October 2017 all branches will either go through an incorporation process

and then affiliate to Samaritans Central Charity or will join Samaritans Central Charity and no longer be a separate legal entity. At the time of writing, 12 branches have completed this process with eight branches incorporating and affiliating and four joining Samaritans Central Charity.

Our governance

We are governed by a Memorandum and Articles of Association. The governing body is our Board of Trustees, which meets at least four times a year and currently has 15 members (maximum 15). Trustees are also the directors of the company, and two-thirds of the Board must be Samaritans volunteers. As at 31 March 2016, 10 Trustees were Samaritans volunteers. In carrying out their responsibilities for governance and setting the strategic direction of the organisation, the Board is also supported by a number of committees.

The Board is advised by the Council of Samaritans on key policy issues. Council, which meets twice a year, is made up of representatives from each Samaritans branch, the Regional (non-executive/volunteer) Director from each of the 13 operational regions and the Chair. The Board reports to Council annually on its activities and provides an update and review of progress against the strategic plan. The members of Council are the legal members of Samaritans. The Chair of the Council is also the Chair of the Board of Trustees.

The 13 Regional Directors provide a key link and communication channel for the Board of Trustees with the wider organisation and play a vital role in supporting our branches and implementing agreed policy.

The CEO, supported by an Executive Leadership and staff team, and working with the Regional Directors, is responsible for the delivery of the Central Charity's strategy, operational plans and budgets that have been approved by the Board.

Reflecting the differing legislative and funding environments of devolved governments, we have national boards in

Ireland, Scotland and Wales. In Wales this is constituted as a committee of the Board of Trustees, and in Ireland and Scotland are constituted as Samaritans Ireland and Samaritans in Scotland, respectively. These boards have a leadership role to support staff and volunteers to deliver our strategy as well as representing Samaritans in their nation.

As part of the changes to our ways of working, from 1 April 2016 our governance arrangements in respect of the Council of Samaritans will be changing to both increase the effectiveness of our consultation processes and strengthen engagement with branches. A smaller Central Council will be introduced, meeting quarterly, which will assume the role previously undertaken by the Council of Samaritans. This will be supplemented by 13 Regional Councils which will meet three times per year and will ensure effective two-way communication on policy issues between branches and the Central Charity. The Council of Samaritans will continue to meet but on an annual basis and with a revised role as the forum for Samaritans' volunteer leadership to consider and discuss the work and direction of Samaritans and foster a sense of unity and collaboration across the organisation. The 201 Branch Directors, 13 Regional Directors and the Chair will remain the legal members of Samaritans.

Appointing our Trustees

Members of the Council of Samaritans elect the Chair of the Board of Trustees (who is also the Chair of the Council). The Nominations Committee appoints the other members of the Board of Trustees.

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

A person can serve as Chair for a maximum of two terms of three years. Where they have already served

as a Trustee before becoming Chair, they can be a Trustee for up to nine years in total.

Inducting our Trustees

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

New Trustees are encouraged to attend regional and branch meetings and to visit our Central Charity Office to get a better understanding of the way we work. Finally, they also receive briefings on key policy issues.

Our committees

We have five committees that form part of the formal governance arrangements to support the Board of Trustees.

The **Audit and Risk Committee** supports the Board, to satisfy it that management is operating effective internal control systems, that appropriate external and internal audit arrangements are in place, and that there is a robust and effective risk management strategy for the organisation. It meets four times a year. The Board of Trustees appoints two members from its number and our Council elects three. In addition, the Honorary Treasurer is an ex-officio member of the Committee, and an external expert can be co-opted as required.

The **Finance Sub-Committee** reviews the Central Charity budget, forecasts and financial performance. It also advises the Board on our reserves and investments policies. It meets four times a year. The Board of Trustees appoints three of its members from among its number (including the Honorary Treasurer, who chairs the committee), Council elects two members, and the Board can appoint a further external expert as required. The chair of the Audit and Risk Committee is an ex-officio member of the Finance Sub-Committee.

The **Remuneration Committee** supports the Board in determining an appropriate level of remuneration for the CEO and Executive Directors, through periodic benchmarking against comparable organisations within the charity sector. The Board of Trustees appoints up to five Trustees to the Committee, including both the Honorary Treasurer and the Chair of the Board of Trustees (who also chairs the Committee). An external expert can be appointed to the Committee by the Board as required.

The **Nominations Committee** has a Chair, three Trustees appointed by the Board of Trustees and three Samaritans volunteers elected by Council. It is also accountable to Council. It identifies, reviews, proposes and ratifies candidates for key governance and senior volunteer leadership roles, including making appointments to the Board of Trustees. The Committee also ensures that there is an effective process in place to review the effectiveness of the operation of the Board.

The **Quality Committee** supports the Board through considering policy and process issues regarding the quality and consistency of services. The Committee is made up of three members appointed by the Board of Trustees from among its number (including the Chair of Regional Directors), one of whom chairs the Committee, and three members elected by the Council of Samaritans. The Committee also includes three visitors who are formally trained volunteers, who carry out quality assessment work through visits to branches.

Finally, while not part of our formal governance arrangements, we are fortunate to benefit from the support of an Advisory Board, which provides a sounding board for the CEO, as well as acting in an ambassadorial capacity for Samaritans.

How we manage risk

Our Board of Trustees is ultimately responsible for risk management. A comprehensive annual planning and budgeting process is approved by the Board of Trustees.

As part of this process, a thorough assessment of the external and internal key risks we face is undertaken, together with how these risks are being managed. In addition, the Board receives risk evaluations on any major new or unbudgeted projects.

In addition, the Audit and Risk Committee reviews risk on a regular basis through receiving relevant reports from senior management and by commissioning specialist internal audit reports where appropriate. The Committee regularly reviews the key risks, the adequacy of the actions being taken to address them, and the advent of any new risks. The Committee reports to the Board in this regard, and on the adequacy of the internal control systems and risk management processes that are in place.

An analysis of the principal risks and uncertainties is set out on page 33.

The reference and administrative details on page 56 form part of this report.

Statement of Trustees' responsibilities

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

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

In preparing those financial statements the Trustees are required to:

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

The Trustees are responsible for keeping adequate and proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) Regulations

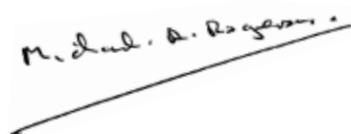
2006 (as amended) and with the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the UK governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

The Trustees confirm that, so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and each Trustee has taken all the steps that 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 charity's auditor is aware of that information.

Approved by the Board of Trustees on 5 August 2016 and signed on its behalf by:



Michael Rogerson
Trustee

Independent Auditor's report to Members and Trustees of Samaritans

We have audited the financial statements of Samaritans for the year ended 31 March 2016 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes.

The financial reporting framework that has been applied in their preparation is applicable law and FRS102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the 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 Auditor

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law

and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic Report and the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2016 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit the information given in the Strategic Report and the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

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



Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP, Statutory Auditor, London, UK
6 September 2016

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.
Crowe Clark Whitehill LLP is a limited liability partnership registered in England and Wales (with registered number OC307043).

Consolidated statement of financial activities

Incorporating an income and expenditure account

For the year to 31 March 2016

	Note	Unrestricted Funds 2016 £'000	Restricted Funds 2016 £'000	Total Funds 2016 £'000	Unrestricted Funds 2015 £'000	Restricted Funds 2015 £'000	Total Funds (Re-stated) 2015 £'000
Income:							
Donations and legacies	2	11,054	327	11,381	9,719	85	9,804
<i>Charitable activities</i>							
Grants from public bodies and others	2	295	2,484	2,779	466	1,610	2,076
<i>Other trading activities</i>							
Partnership and other trading activities		1,846	135	1,981	1,787	-	1,787
Investment income	3	32	-	32	23	-	23
Total income		13,227	2,946	16,173	11,995	1,695	13,690
Expenditure:							
Raising funds	7	4,116	-	4,116	4,334	-	4,334
Charitable activities	7	8,436	2,588	11,024	7,234	1,570	8,804
Total expenditure		12,552	2,588	15,140	11,568	1,570	13,138
Net gains on investments		(17)	-	(17)	6	-	6
Net income		658	358	1,016	433	125	558
Transfers between funds	16	-	-	-	552	(552)	-
Net movement in funds		658	358	1,016	985	(427)	558
Reconciliation of funds:							
Total funds brought forward		6,816	971	7,787	5,831	1,398	7,229
Total funds carried forward	16	7,474	1,329	8,803	6,816	971	7,787

The group has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented. All income and expenditure derive from continuing activities. The Notes on pages 43 to 55 form part of these accounts.

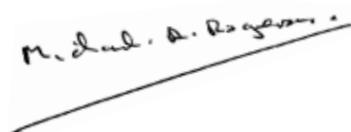
Balance sheet

As at 31 March 2016

Company Registration No. 757372

	Note	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
Fixed assets					
Tangible fixed assets	9	1,735	1,971	1,731	1,938
Investments	10	3,683	2,704	3,660	2,643
Total fixed assets		5,418	4,675	5,391	4,581
Current assets					
Stock		11	31	11	31
Debtors	11	2,154	2,344	1,068	1,383
Cash at bank and in hand		4,282	3,898	3,045	2,589
Total current assets		6,447	6,273	4,124	4,003
Liabilities					
Creditors falling due within one year	12	1,729	1,631	1,299	1,338
Deferred income	13	1,333	1,530	49	80
		3,062	3,161	1,348	1,418
Net current assets		3,385	3,112	2,776	2,585
Net assets		8,803	7,787	8,167	7,166
The funds of the charity					
Restricted					
Restricted income funds	16	1,329	971	816	669
Unrestricted income funds					
General unrestricted funds	16	4,875	4,305	4,752	3,985
Designated funds	16	2,599	2,511	2,599	2,512
		7,474	6,816	7,351	6,497
Total funds		8,803	7,787	8,167	7,166

Approved and authorised for issue by the Board of Trustees on 5 August 2016 and signed on its behalf by:



Michael Rogerson
Trustee

The notes on pages 43 to 55 form part of these accounts.

Consolidated cash flow statement

For the year to 31 March 2016

Reconciliation of net income to net cash flow from operating activities	2016 £'000	2015 £'000
Net income for the reporting period (as per the statement of financial activities)		
Adjustments for:		
Depreciation charges	209	117
Losses on investments	17	6
Dividends, interests and rents from investments	(32)	(23)
Donated shares	(10)	-
FX Revaluation on investments	(4)	(11)
FX Revaluation on fixed assets	30	-
Decrease / (Increase) in stock	20	(24)
Decrease / (Increase) in debtors	190	(1,737)
(Decrease) / Increase in creditors	(99)	1,156
Net cash inflow from operating activities	1,337	42
Statement of cash flows	2016 £'000	2015 £'000
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	1,337	42
Cash flows from investing activities:		
Dividends, interests and rents from investments	19	22
Purchase of property, plant and equipment	(3)	(13)
Proceeds from the sale of investments	31	-
Purchase of investments	(1,000)	3
Net cash provided by (used in) investing activities	(953)	12
Cash flows from financing activities:		
Net cash provided by (used in) financing activities	-	-
Change in cash and cash equivalents in the reporting period	384	54
Cash and cash equivalents at the beginning of the reporting period	3,898	3,844
Change in cash and cash equivalents due to exchange rate movements	-	-
Cash and cash equivalents at the end of the reporting period	4,282	3,898
Analysis of cash and cash equivalents	2016 £'000	2015 £'000
Cash at bank and in hand	4,282	3,898
Total cash and cash equivalents	4,282	3,898

The notes on pages 43 to 55 form part of these accounts.

Notes to the accounts

1. Accounting policies

a) Basis of preparation

The accounts have been prepared on a going concern basis under the historical cost convention with the exception of investments, which are included at market value. The Trustees consider that there are no material uncertainties that call into doubt the ability of Samaritans to continue as a going concern.

The financial statements are prepared in accordance with the Charities SORP (FRS 102), the Companies Act 2006 and applicable Accounting Standards.

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

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. In their estimation, the impact of transitioning is not material to the financial statements and therefore the restatement of comparative items is not required. The transition date was 1 April 2014.

c) Basis of consolidation

The accounts of the group companies are included in the financial statements and the Notes shown on pages 43-55. Further details of the subsidiaries' activities are shown in Note 17. The consolidation of the group entities' activities has been carried out on a line-by-line basis. All items of income and expenditure have been shown gross, after the removal of intra-group transactions.

Samaritans has taken exemption from presenting its unconsolidated income and expenditure account under Section 408 of Companies Act 2006. The charity has also taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial instruments.

d) Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in Note 1, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

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

e) Fund accounting

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

f) Impairment of freehold property assets

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

g) Assets under construction

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

h) Stock

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

i) Income

Income is included in the SOFA when the charity is legally entitled to the income, there is sufficient probability of receipt and the amount can be quantified with reasonable accuracy.

The following specific policies apply to categories of income:

i) Legacies

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

ii) Donated goods/services

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

iii) Grants and contracts

Where contracts are related to specific deliverables (as in the case of the contract with Network Rail) income is recognised to the extent that those deliverables have been achieved. Where income through contract or grant 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.

iv) Branch Affiliation Fees

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

j) Expenditure

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

The following specific policies apply to categories of expenditure:

i) Grants

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

ii) Fundraising costs

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

iii) Governance costs

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

iv) Support costs

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

v) Depreciation

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

Freehold property	50 years
Computer equipment	3 years
Telephony platform	7 years
Office equipment	4 years
Motor vehicles	5 years

The anticipated useful life of the telephony platform has been re-assessed and changed from 5 years (2014/15) to 7 years in 2015/16. This has been treated as a change in an accounting estimate and comparative figures have not been changed. The impact of the change in accounting estimate for future periods is a reduction in depreciation charges of £54,000 per year.

k) Samaritans regions

Centrally funded costs of supporting Samaritans regions have been incorporated within these financial statements. For operational delivery, the UK and Republic of Ireland are grouped into 13 geographic regions. Each of these is supported by a group of senior volunteers, and receives financial support from the charity.

l) Operating leases

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

m) Foreign currency

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

n) 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.

o) Branches

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

p) Taxation

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

q) Financial instruments

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

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

2. Voluntary income

2a. Donations and legacies

	All funds 2016 £'000	All funds 2015 (Re-stated) £'000
Donations – Individual giving	5,436	5,086
Donations – Branches	400	-
Donations – Corporate	950	518
Donated advertising	624	444
Legacies	3,308	2,995
BAF/BREF*	663	761
Total donations	11,381	9,804

2b. Donated advertising

A valuation of advertising services donated to the charity during the year and in the prior year has been recently undertaken, resulting in the figures included above. The same values have also been included within expenditure. Previously no valuation of donated advertising was available for inclusion in the accounts.

2c. Legacies

As stated in the accounting policies note above (Note 1), legacy income is recognised at the earlier of the charity receiving final estate accounts or the legacy actually being received. At 31 March 2016, the charity had been notified of a further 32 legacies (2015: 19) that have not been included in these accounts as they did not meet these criteria. These legacies have an estimated value of £1,656,000 (2015: £1,483,000).

* BAF = Branch Affiliation Fee. BREF = Branch Reserve Equalisation Fund.

2d. Grants – Public body

	All funds 2016 £'000	All funds 2015 £'000
The Big Lottery Fund	626	-
HSE Freecall Ireland	510	360
Ministry of Justice: NOMS	500	452
Department of Health Innovation, Excellence & Social Development Fund (IESD)	151	144
Welsh Government/Llywodraeth Cymru	109	130
Department of Health	60	60
Public Health England	35	24
The Scottish Government	35	43
Scottish Prison Service	21	21
Northern Ireland Prison Service	8	8
Irish Prison Service	3	5
Portsmouth Clinical Commissioning Group	-	35
Health Service Executive (HSE)	-	102
The Scottish Government – Section 10	-	7
Department Of Health, Social Services and Public Safety (NI)	-	17
Other	38	-
Total grants – Public body	2,096	1,408
Other grants	683	668
Total grants	2,779	2,076

3. Investment income

	All funds 2016 £'000	All funds 2015 £'000
Cash or cash equivalents	27	22
Listed investments	5	1
Total investment income	32	23

4. Charitable expenditure

Central London Samaritans

Within a Joint Funding Agreement between "Samaritans" and "Central London Samaritans" the Central Charity undertakes to raise an agreed sum designed to help fund the on-going operations of Central London Samaritans. The net amount included in charitable expenditure in relation to Central London Samaritans is £275,000 (2015: £396,000).

Facing the Future project

Expenditure during the year towards the Facing the Future project totalled £172,000 (2015: £109,000). This project is funded by the Department of Health Innovation, Excellence & Social Development (IESD) Fund.

5. Governance

	All funds 2016 £'000	All funds 2015 £'000
Council of Samaritans costs	177	170
Board of Trustees costs	50	54
Auditors' fees	76	42
Other costs	248	159
Total governance costs	551	425

6. Net income for the year

This is stated after charging:

	All funds 2016 £'000	All funds 2015 £'000
External auditors – CCW audit fees	25	-
External auditors – BDO audit fees	3	27
External auditors – PKF O'Connor Leddy & Holmes audit fees	2	2
External auditors – Tax advisory and other financial advisory services	44	7
Internal auditors – Mazars LLP	3	6
Total auditors' fees	77	42
Depreciation	208	117
Total Trustees' expenses	33	36

The Directors of the charitable company are the Trustees under charity law, and receive no remuneration. It is the policy of the charity to reimburse all volunteer expenses in full. During the year, 16 (2015: 16) Samaritans' Trustees received reimbursement for attending meetings, telephony and other incidentals amounting to £32,890 (2015: £35,615).

The company has taken out insurance to protect the Trustees at a cost of £1,071 (2015: £2,226).

7. Breakdown of costs by activity

Expenditure on:	Direct costs	Support costs	All funds	All funds 2015
	2016	2016	2016	(Re-stated)
	£'000	£'000	£'000	£'000
Raising funds	3,269	847	4,116	4,334
Charitable activities				
Service	1,788	463	2,251	425
Access	4,025	1,043	5,068	4,750
Influence	2,619	678	3,297	2,993
Evidence	324	84	408	636
Sub-total	8,756	2,268	11,024	8,804
Total expenditure	12,025	3,115	15,140	13,138

Expenditure on:	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2016	2016	2016	2015
	£'000	£'000	£'000	£'000
Raising funds	4,116	-	4,116	4,334
Charitable activities	8,436	2,588	11,024	8,804
Total expenditure	12,552	2,558	15,140	13,138

Support costs	Raising funds	Service	Access	Influence	Evidence	Grand total
	£'000	£'000	£'000	£'000	£'000	£'000
Governance	150	82	184	120	15	551
Finance	110	60	136	88	11	405
Information technology	152	83	187	122	15	558
Human resources	123	67	151	98	12	451
Transformation*	225	123	277	180	22	827
Facilities	88	48	108	70	9	322
Total	847	463	1,043	678	84	3,115

* Transformation refers to the costs incurred in changes to our ways of working across the organisation.

Support costs have been apportioned to the charitable activities on the basis of underlying costs.

8. Staff costs

	All funds 2016 £'000	All funds 2015 £'000
Wages and salaries	5,518	4,488
Social security costs	596	475
Other pension costs	213	160
Agency staff	89	129
Total staff costs	6,416	5,252

	2016	2015
Staff numbers		
£120,001-£130,000	-	1
£110,001-£120,000	-	-
£100,001-£110,000	-	1
£90,001-£100,000	3	-
£80,001-£90,000	2	1
£70,001-80,000	1	2
£60,001-70,000	4	3
Total	10	8

Ex-gratia payments totalling £28,743 (2015: £13,500) were paid during the year, relating to employees leaving the charity.

Key management personnel were paid a total of £774,553 (2015: £584,235).

Pension costs

The pension contributions for the 10 employees (2015: 8) earning more than £60,000 in the year amounted to £41,679 (2015: £30,703).

Employee numbers

The average full time equivalent number of employees during the year was 144 (2015: 125). The average number of employees in post during the year was 149 (2015: 127).

9. Tangible fixed assets

Group	Freehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Motor vehicles £'000	All funds £'000
Cost						
At 1 April 2015	2,373	403	948	400	8	4,132
Additions	-	-	-	3	-	3
Foreign exchange revaluation	-	-	-	(30)	-	(30)
Disposals	-	(12)	-	(46)	-	(58)
At 31 March 2016	2,373	391	948	327	8	4,047
Depreciation						
At 1 April 2015*	1,425	355	47	326	8	2,161
Charge for the year	26	32	133	18	-	209
Disposals	-	(12)	-	(46)	-	(58)
Impairment charges	-	-	-	-	-	-
At 31 March 2016	1,451	375	180	298	8	2,312
Net book values						
At 31 March 2016	922	16	768	29	-	1,735
At 31 March 2015	948	48	901	74	-	1,971
Charity						
	Freehold property £'000	Computer equipment £'000	Connect telephony platform £'000	Office equipment £'000	Motor vehicles £'000	All funds £'000
Cost						
At 1 April 2015	2,373	403	948	243	-	3,967
Additions	-	-	-	-	-	-
Disposals	-	(12)	-	(46)	-	(58)
At 31 March 2016	2,373	391	948	197	-	3,909
Depreciation						
At 1 April 2015*	1,425	355	47	202	-	2,029
Charge for the year	26	32	133	16	-	207
Disposals	-	(12)	-	(46)	-	(58)
Impairment charges	-	-	-	-	-	-
At 31 March 2016	1,451	375	180	172	-	2,178
Net book values						
At 31 March 2016	922	16	768	25	-	1,731
At 31 March 2015	948	48	901	41	-	1,938

* Depreciation at 1 April 2015 for freehold property includes an impairment of £725,000 in the carrying value of the Ewell Central Office arising from an impairment review in 2012/13.

10. Fixed asset investments

	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
Market value 1 April 2015	2,704	2,701	2,643	2,638
Acquisitions at cost	2,694	1,008	2,689	1,005
Disposals proceeds	(1,698)	(1,011)	(1,668)	(1,006)
Net investment gains/(losses)	(17)	6	(4)	6
Market value 31 March 2016	3,683	2,704	3,660	2,643

Analysis of investment portfolio at year end	2016 £'000	%	2015 £'000	%
Cash and cash equivalents				
CCLA COIF Charities deposit fund	2,648	71.9%	1,643	60.8%
Portfolio managed by James Hambro & Partners LLP	186	5.1%	1,000	37.0%
Scotland Endowment Fund	3	0.1%	3	0.1%
Total	2,837	77.1%	2,646	97.9%
Listed investments				
Portfolio managed by James Hambro & Partners LLP	826	22.4%	-	0.0%
Other quoted equities (Republic of Ireland)	20	0.5%	58	2.1%
Total	846	22.9%	58	2.1%
Total investments	3,683	100.0%	2,704	100.0%

Investments held by the charity include a £100 investment (2015: £100) in the subsidiary company at cost, as referred to in note 17.

11. Debtors

	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
Trade debtors	1,471	1,735	62	184
Regions and branches	22	24	22	24
Gift Aid	179	169	179	169
Legacies	340	309	340	309
Accrued income	9	29	9	24
Other debtors	12	17	12	12
Inter company	-	-	323	601
Prepayments	121	61	121	60
Total debtors	2,154	2,344	1,068	1,383

12. Creditors

	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
VAT, payroll taxes, social security and pensions	407	435	221	186
Trade creditors	210	274	189	274
Accrued expenditure	1,107	922	874	866
Inter company	-	-	10	12
Other creditors	5	-	5	-
Total creditors	1,729	1,631	1,299	1,338

13. Deferred income

	Group 2016 £'000	Group 2015 £'000	Charity 2016 £'000	Charity 2015 £'000
As at 1 April 2015	1,530	836	80	76
Income recognised in the year	(1,513)	(759)	(80)	(76)
Income deferred in the year	1,316	1,453	49	80
Total deferred income	1,333	1,530	49	80

Total deferred income includes £1,251,000 (2015: £1,366,000) Network Rail deferred income within The Samaritan Enterprises Ltd.

14. Financial and other commitments

14a. Operating leases

At 31 March 2016 the group and charity had total commitments under non-cancellable operating leases as set out below:

Operating leases which expire	Group		Group		Charity		Charity	
	land and buildings 2016 £'000	Group other 2016 £'000	land and buildings 2015 £'000	Group other 2015 £'000	land and buildings 2016 £'000	Charity other 2016 £'000	land and buildings 2015 £'000	Charity other 2015 £'000
Within one year	25	8	-	18	6	8	-	14
Within two to five years	15	31	32	-	-	31	32	-
Over five years	-	-	-	-	-	-	-	-
Total	40	39	32	18	6	39	32	14

14b. Other commitments

The charity has a remaining contractual commitment as at 31 March 2016 for the procurement and running of the Connect contact management system amounting to £3,681,000 (2015: – £4,598,000) of which £918,000 is due within one year and £2,763,000 over one year. The commitment relates to fixed network rentals and operational support charges over a period of five years. A proportion included within the above commitment relates to fixed network rental costs which will be borne directly by the branches and this amounts to £271,000 falling due within one year and £556,000 over one year.

15. Financial instruments

At the balance sheet date the charity held financial assets at amortised cost of £6,315,000 (2015: 6,181,000), financial assets at fair value through income or expenditure of £3,683,000 (2015: £2,704,000) and financial liabilities at amortised cost of £1,342,000 (2015: £1,208,000).

16. Reconciliation of reserves

	As at 31 March 2015 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	As at 31 March 2016 £'000
Unrestricted					
General fund	4,305	12,812	(12,242)	-	4,875
Designated fund – Tangible fixed assets	1,971	3	(239)	-	1,735
Designated fund – Claire Squires	540	12	(88)	(464)	-
Designated fund – Digital	-	400	-	464	864
Total unrestricted	6,816	13,227	(12,569)	-	7,474
Restricted					
Public body funds	407	2,429	(2,132)	-	704
Other restricted funds	158	444	(434)	-	168
BREF	327	73	(22)	-	378
BEF	79	-	-	-	79
Total restricted	971	2,946	(2,588)	-	1,329
Total funds	7,787	16,173	(15,157)	-	8,803

	General funds £'000	Designated funds £'000	Restricted funds £'000	Total 2016 £'000	Total 2015 £'000
Represented by:					
Tangible fixed assets	-	1,735	-	1,735	1,971
Investments	3,683	-	-	3,683	2,704
Net current assets	1,192	864	1,329	3,385	3,112
Total	4,875	2,599	1,329	8,803	7,787

Transfers between funds relate to changes in the designation of unrestricted funds.

16a. Unrestricted funds

General fund	These funds are held available for the ordinary purposes of the charity.
Designated fund – Tangible fixed assets	This designated fund comprises unrestricted expenditure in the purchase of the Group's tangible fixed assets to invest in the charity's future capacity and growth. These are therefore not readily available for other purposes. Fixed asset expenditure financed from restricted funds is shown within the restricted fund balances.
Designated fund – Claire Squires fund	This designated fund was comprised of the donations made following the death of Claire Squires in the 2012 London Marathon together with the related interest income earned. The balance of the fund as at 31 March 2016 has been transferred to a designated Digital Fund in order to develop work in this important area.
Designated fund – Digital	This designated fund has been created to make our service more accessible to a larger number of people through using digital technology to create new communication channels for the service. It has been established by a transfer of funds from the Claire Squires Fund and through a very generous donation of £400,000 from the Isle of Man branch to invest in the development of the service.

16b. Restricted funds

Public body funds	These funds represent a number of donations which carry specific restrictions by the donor. They are received from public bodies or non-departmental public bodies. Funders include the Big Lottery Fund, HSE Ireland, the Ministry of Justice (NOMS), the Department of Health and the Welsh and Scottish Governments.
Other restricted funds	These funds represent a number of donations received which carry specific restrictions imposed by the donor. They are mainly received from Corporate or Trust donors. Funders include The Peter Harrison Foundation, The Waterloo Foundation and The Dulverton Trust.
Branch Reserve Equalisation Fund (BREF)	This comprises contributions from independent Samaritans branches with surplus funds to enable grants to be made to other less financially independent branches.
Branch Emergency Fund (BEF)	This fund (formerly called Branch Support Fund) is set aside to meet emergency financial needs of the branches.

17. Samaritans group companies

(a) Samaritans

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

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

The individual Statement of Financial Activities (SOFA) for the parent charity has not been included in this report but can be determined by deducting the other group companies' results as detailed in Notes 17(b) to 17(d) below, and the intercompany transactions from the consolidated statement above. The individual SOFA for the parent charity is available on request from the Central Charity.

The charity's income amounted to £14,256,000 (2015: £11,806,000), expenditure amounted to £13,238,000 (2015: £11,327,000) and an individual charity surplus of £1,018,000 (2015: surplus of £479,000), before transfers and other recognised gains/losses.

Samaritans recharged expenditure of £759,000 to its subsidiaries during the year (2015: £914,000) and made payments to its subsidiaries of £61,000 (2015: £61,000). The Samaritan Enterprises Limited donates any surpluses to Samaritans under Gift Aid; for 2016 this amounted to £53,000 (2015: £311,000). At the year-end, £219,000 was due from Samaritans subsidiaries (2015: £149,000).

(b) The Samaritan Enterprises Limited

Company number: 01451175

The Samaritan Enterprises Limited is incorporated in the United Kingdom and has an issued share capital of £100, 100% of which is owned by Samaritans. The principal activity of the company is the delivery of a contract with Network Rail – 'Tackling Suicide on the Railway'; income also includes that derived from certain sponsorship and training activities. Any net profit made by the company is transferred to the charity.

The Samaritan Enterprises Limited's income amounted to £1,505,000 (2015: £1,187,000), expenditure amounted to £1,452,000 (2015: £876,000) and a surplus of £53,000 was generated (2015: surplus of £311,000), before transfers and other recognised gains/losses.

A Memorandum of Understanding has been agreed with Samaritans Central Charity to deliver certain of the requirements of the Network Rail and Transport for London contracts. In accordance with this agreement, services of the Central Charity have been procured. As such, this year's accounts include inter-company charges of £759,000 (2015: £914,000).

(c) Samaritans Ireland

Company number: 450409

Charity Number: CHY11880

Samaritans Ireland was established in the Republic of Ireland in December 2007 and became operational in April 2008. Samaritans Ireland is incorporated in the Republic as a company limited by guarantee.

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

Samaritan Ireland's income amounted to £697,000 (2015: £672,000), expenditure amounted to £693,000 (2015: £562,000) and a surplus of £4,000 was generated (2015: surplus of £110,000), before transfers and other recognised gains/losses.

Net assets at 31 March 2016 were £575,000 (2015: £553,000).

(d) Samaritans in Scotland

Scottish Charity No: SC009843

Samaritans in Scotland was incorporated as a Scottish Charitable Incorporated Organisation on 11 March 2014.

Samaritans in Scotland's income amounted to £59,000 (2015: £69,000), expenditure amounted to £47,000 (2015: £51,000) and a surplus of £12,000 was generated (2015: surplus of £18,000), before transfers and other recognised gains/losses.

Net assets at 31 March 2016 were £79,000 (2015: £67,000).

18. Custodian trusteeship

The charity acts for many of the branches as Custodian Trustee. Where this arrangement exists, the property of the branch is vested in the charity on trust for the branch. The control, management and responsibility for such property remain with the branch trustees. The charity is the Custodian Trustee for approximately 140 branches.

As the objectives of the charity and the branches are congruent, there are no issues with the charity acting in this way. Both the Branch Model Constitution and the charity's Articles are drafted in terms that permit this arrangement.

19. Post balance sheet events

As part of changes to our ways of working across the organisation, over the period from April 2016 to October 2017 all branches will either go through an incorporation process and then affiliate to Samaritans Central Charity or will join Samaritans Central Charity and no longer be a separate legal entity. To date 12 branches have completed this process with eight branches incorporating and affiliating and four joining Samaritans Central Charity.

The four branches joining the Samaritans Central Charity on 1 April 2016 are Farnborough, Kirkcaldy, Scunthorpe and Warrington. Their total net assets at that date amounted to £741,000.

Reference and administrative details

Patron: HRH The Prince of Wales

Founder: The Late Prebendary Dr Chad Varah CH CBE MA

Chair: Jenni McCartney

Company name

Samaritans

Registered address and principal office

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

Registered Charity: 219432

Company number: 757372

Scottish Charity number: SC040604

Website: samaritans.org

Board of Trustees

Jenni McCartney (Chair)

Brendan Connolly (appointed 12 October 2015)

Kevin Corrigan (retired 19 September 2015)

Dr Jackie Craissati MBE

Jayne Finch

Prof David Gunnell (appointed 19 September 2015)

Terry Holland

Rosemary Howell

Gill Leo

Prof Keith Lloyd (appointed 25 January 2016)

Dr Michele McClung (appointed 19 September 2015)

Christopher Mill (retired 25 January 2016)

Cynthia Pearce

Mandy Perrin

Michael Rogerson

Josh Smith (appointed 19 September 2015)

Keith Walker

Regional Directors

Jayne Finch, Chair

Christine Beadle (East)

Peter Needham (East Midlands)

Robert McBride (Ireland)

Monica Turner (London)

Beryl Winter (North)

Lissa Davenport (North West)

Robert Hill (Scotland) (retired 19 September 2015)

Sheila Ottiwell (Scotland) (appointed 20 September 2015)

Janet Isaac (South)

Ross Gill (South East)

James Waghorn (South West)

Beverley Bleasdale (Wales and the Marches)

Marion Sacharin (West Midlands) (retired 19 September 2015)

Mandy Poulson (West Midlands) (appointed 20 September 2015)

Jane Hewitt (Yorkshire and Humberside)

Samaritans Senior Staff

Chief Executive Officer and Company Secretary – Catherine Johnstone (resigned 31 July 2015)

Chief Executive Officer – Ruth Sutherland (appointed 1 August 2015)

Deputy CEO, Executive Director of Operations & Service Support – Fiona Malcolm

Company Secretary – David Kirby (appointed 31 July 2015)

Executive Director of Communications – Sophie Borromeo (resigned 30 June 2015)

Executive Director of Communications, Policy & Campaigns – Paul McDonald (appointed 1 July 2015)

Executive Director of Corporate Services – Caroline Emerton (resigned 24 July 2015)

Executive Director of Fundraising – Lucy Chapman (Maternity Leave)

Interim Executive Director of Fundraising – Svetlana Kirov (appointed 3 November 2015)

Executive Director of People and Organisational Development – Phil Day (appointed 20 April 2015 – resigned 18 December 2015)

Executive Director of Planning, Finance & Performance – Ward Sparrow (appointed 1 November 2015)

Executive Director of Policy, Research and Development – Joe Ferns (resigned 18 September 2015)

Executive Director of Transition – Gareth Germer (appointed 1 April 2015)

Executive Director for Ireland – Catherine Brogan

Executive Director for Scotland – James Jopling (appointed 13 July 2015)

Executive Director for Wales – Sarah Stone

Bankers: Lloyds Bank plc, 25 Gresham Street, London EC2V 7HN
Bank of Scotland, The Mound, Edinburgh EH1 1YZ

Investment advisers: James Hambro & Partners LLP, Third Floor, Ryder Court, 14 Ryder Street, London, SW1Y 6QB

External auditors: Crowe Clark Whitehill, 10 Salisbury Square, London, EC4Y 8EH

PKF O'Connor Leddy and Holmes, Century House, Harold's Cross Road, Dublin 6W

Solicitors: Bates Wells Braithwaite, 10 Queen Street Place, London EC4R 1BE

Samaritans branches

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

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

Helping us to be there

We would like to thank all our donors and benefactors including those who wish to remain anonymous.

Corporate donors

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 The Scottish Government
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 The Rt Hon The Baroness Wheatcroft

SAMARITANS



...the need to be heard and
the need for empathy are
things that will be with
you always.

ENDA (ON FRONT COVER), SAMARITANS VOLUNTEER
AND AIR TRAFFIC CONTROLLER



116 123 **FREE**

This number is **FREE** to call



07725 90 90 90



jo@samaritans.org



samaritans.org

Samaritans Registered Office
The Upper Mill, Kingston Road, Ewell, Surrey KT17 2AF
T 020 8394 8300
samaritans.org



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