Annual Report and Financial Statements
for the Year Ended 31 March 2023

KM
Chartered Accountants
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The Wharf
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PAPYRUS Prevention of Young Suicide
Company registration number: 03555482
Charity registration number: 1070896
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Reference and Administrative Details

Trustees
Mr H J H Biggs-Davison
Ms H Denny
Ms S J Fitchett
Mrs A G Bowen
Mrs P Torrance
Mr A Airey
Mr B Pelan
Mr T Smith (resigned on 27 January 2023)
Dr A C Rebair (appointed on 12 November 2022)

Secretary
Mr G Flynn

Principal Office
PAPYRUS Prevention of Young Suicide
2 Bankside, Crosfield Street, Warrington, Cheshire, WA1 1UP

Company Registration Number 03555482
Charity Registration Number 1070896

Bankers
CAF Bank
25 Kings Hill Avenue, Kings Hill,
West Malling, Kent, ME19 4JQ

HSBC
107 Blackburn Road
Accrington, Lancashire, BB5 1JP

Nationwide Building Society
22 Sankey Street
Warrington, Cheshire, WA1 1TD

Virgin Money
1st Floor, 40 St. Vincent Place
Glasgow, G1 2HL

Redwood Bank
The Nexus Building, Broadway
Letchworth Garden City, SG6 3TA

Auditors
KM, Chartered Accountants
1st Floor, Block C, The Wharf, Manchester Road
Burnley, Lancashire, BB11 1JG
Statement of Trustees' Responsibilities

The trustees (who are also the directors of PAPYRUS Prevention of Young Suicide for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company 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 charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company’s transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
Trustees’ Report

OBJECTIVES AND ACTIVITIES

Objects

The objects of the charity as set out in the Articles of Association are:

- To advance the education of the public into the causes and effects of suicide, especially, but not exclusively, concerning young people.
- To contribute to the prevention of suicide by young people, and where possible, to offer assistance to them, their families and/or their caregivers.

Aims and activities

The charity’s aims, including the changes or differences it seeks to make through its activities, are:

- To promote an understanding of the unique contribution that parents, families, young people, friends, and carers can make to suicide prevention.
- To provide assistance to vulnerable young people, parents, families, friends, carers, and those who work with them, being represented in policy making decisions at all levels and monitoring their implementation.
- To initiate and promote suicide prevention training for all.
- To initiate, commission and / or take part in new research into suicide prevention and to comment on appropriate current research.
- Campaigning for effective and accessible services for young people.
- To promote public awareness of the importance of emotional well-being and positive mental health.
- Co-operating with professional and voluntary bodies working in the suicide prevention field.
- Encouraging the promotion of emotional well-being and positive mental health at all levels of education.
- Promoting awareness of the risk of mental or emotional distress during adolescence and throughout life and helping to remove the stigma of such occurrences.
- Encouraging and disseminating examples of good practice in suicide prevention.

PUBLIC BENEFIT

PAPYRUS Prevention of Young Suicide has complied with the duty in section 4 of the Charities Act 2006. Through its charitable activities, PAPYRUS aims to directly benefit young people who are feeling suicidal or give practical advice and support to the friends or families of such a young person. PAPYRUS also benefits young people who may not be in immediate need and those who work with, or otherwise come into contact with, young people.

Though not a bereavement support charity, PAPYRUS works closely with people who have been touched by young suicide, both those who have been bereaved and others who support a young person who is struggling with life or who may be at risk of suicide.

The Trustees consider that the work of the charity over successive years has significantly contributed to the prevention of suicide among young people and has given considerable support to those who have been personally affected by a suicide in their families or in their own communities.

Through its work on relevant committees, through government departments, with mental health workers, other charities, educational professionals, and the media, PAPYRUS reduces stigma, increases help-seeking behaviour, and improves access to mental health services for young people in the UK. Through this, PAPYRUS helps to reduce the number of young people who take their own life.
FINANCIAL REVIEW

Financial position
The Statement of Financial Activities shows total income of £4.5m (2022: £4.37m)
Income is generated through donations, legacies, grants, and fundraising activities.

Expenditure of £4.6m (2022: £3.76m) includes staff costs of £3.1m compared with £2.6m in 2022 (staff costs 73%).

Excess of expenditure over income on unrestricted funds amounted to £106k (2022: surplus of £684k) which has reduced reserves brought forward.

The Trustees are pleased with the financial performance of the charity over the year.

Reserves policy
The trustees have agreed a policy on the analysis and use of reserves.

At the financial year end reserves are as follows:

Closedown reserve: £940,000
based on the greater of £150k or 25% of budgeted expenditure.

Contingency: £100,000 (reduction from £250,000)
to allow for investment in new projects and areas of work.

General reserve: £1,475m
remainder and to include within budgeted spend in the current year.

Restricted fund balances at the year-end amounted to £4,500.

Fundraising
The charity is registered with the Fundraising Regulator and as such is required to report on how we comply with the standards established by the Regulator and advise as follows:

头皮
The Head of Business Support Services is a member of the Chartered Institute of Fundraising,
and is on our Senior Management Team which looks at all aspects of the charity’s activities.

头皮
We do not engage third-party professional fund raisers or have commercial participators.

头皮
There are no failures to comply with the Fundraising Regulator’s standards.

头皮
The charity engages with supporters wishing to fundraise for us and follows their activities.

头皮
There have been no complaints about our fundraising activities.

头皮
PAPYRUS, by its very nature, is sensitive to both the public and our supporters with full compliance with GDPR in the way we communicate with them.
STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

PAPYRUS Prevention of Young Suicide is a company limited by guarantee governed by its Memorandum and Articles of Association dated 29 April 1998 and amended by a number of Special Resolutions since that date, the most recent being 27 November 2020, to allow for current governance arrangements. It is registered as a charity with the Charity Commission.

Appointment of Trustees

As set out in the Articles of Association, the Chair of the Trustees is nominated by the Trustees. All Trustees serve for a period of three years, up to a maximum of nine years.

Organisation

The Board of Trustees/Directors, which can have up to 13 members, administers the charity. The Board meets bi-monthly. The Chief Executive directs and manages the day-to-day operations of the charity and has delegated authority.

Risk Management

The charity confirms that the major risks to which the charity is exposed, as identified by the Trustees, have been reviewed and that systems have been established to manage those risks. The Trustees have a risk management strategy which comprises these measures:

- A Finance and Strategic Resources Committee that meets regularly and monitors risk and report to the Board of Trustees as a standing item at each board meeting.
- An annual review of the risks the charity may face.
- The establishment of systems and procedures to mitigate those risks identified.
- The implementation of procedures designed to minimise any potential impact on the Charity should those risks materialise.
- Comprehensive insurance cover which includes employer's liability, professional indemnity, and public liability as well as usual material insurance cover.
ACHIEVEMENT AND PERFORMANCE

Perhaps the most significant national event of the year was the death of Her Majesty the Queen on 8 September 2022. Upon hearing the news, PAPYRUS published this social media post:

In a time of national mourning, we have the opportunity to look out for each other in new ways. If you’re struggling today or you see someone who is, take special care.

**Suicide remains the leading cause of death in our young people.** We remain committed to breaking social taboos and stigma around talking about around suicidality, suicide, death, dying, and mental health.

At the end of last year’s annual report, we captured some of our ambitions under five strategic pillars:

“We will increase our SUPPORT in the coming months by providing HOPELINEUK 24/7 every day of the year. Our EQUIP agenda will enable us to reach all parts of the UK in the year ahead and be able to respond to the needs of diverse communities to help prevent young suicide. Working together our INFLUENCE will increase as we grow in new areas of the UK and engage with new partners. We will continue to rely on a diverse income portfolio to ensure that we can SUSTAIN our work. We will continue to ENABLE our people to do what they are best at: helping to save young lives.” (cf. 2021-2022 Annual Report)

This **growth strategy** was adopted to enable us to have more presence across the United Kingdom:

- reaching new communities,
- growing our volunteering offer, and
- supporting people around the clock who may need us in their darkest hour.

At the same time, our strategy recognises our commitment to strengthen our people, their knowledge, and skills - to be their best, to help them listen to and learn from others in these ever-changing and often challenging time for charities and their beneficiaries. It also sets out how we will strengthen our resolve to continue our excellent stewardship of our hard-earned income and ensure that this is used wisely in our work to prevent young suicide.

We are pleased to report that, in 2022-23, **we made significant progress in this strategy.** Whilst there is still more to achieve, we are confident that our strategy is helping to save young lives.

2022-23 was a year of growth and significant development within the charity. What follows is a summary of our activities against each of our five strategic pillars were the mainstay of this year’s activities.

SUPPORT  EQUIP  INFLUENCE  SUSTAIN  ENABLE
The PAPYRUS helpline, HOPELINEUK, started operating in 2005. It began as a telephone advice and information service to help parents and caregivers navigate their concerns about suicide risk in their own children. From there it has grown into a helpline for children, young people and those who care about them: friends, family, professionals, strangers access the service to seek advice for any young person they are concerned about.

In 2011, PAPYRUS introduced two further channels to the service, responding to requests for alternative means of reaching out for help: text and email advice were made available alongside the telephone service. These were added in recognition of the differing needs of our service users.

Always staffed by paid, trained professionals, the service maintained throughout its history the aim to give suicide prevention advice to prevent young suicide and to aid improved mental health. It has always shared information with emergency services where lives may be at immediate risk. We are and always have been committed to this intervention policy which is made clear to all with whom we work.

In recent years we have trialled a fourth channel of accessing the service, namely webchat. This enables service-users to type into a window on their own device and get immediate typed responses from a real human being, in real time. This has been very popular and ensures we deliver the privacy that some people require that they may feel is not afforded them by using their voice on a difficult telephone call. Like all our conversations be they on telephone or via the written word, we endeavour to create hope and safety. Contacts find it helpful to engage with us in collaborative safety planning.

Over the years PAPYRUS has extended the opening hours of HOPELINEUK incrementally. This was to meet increasing demand whilst ensuring that our available resources could meet that demand. HOPELINEUK was open from 9 a.m. through midnight every day of the year until January 2023. We were delighted to be able this year to staff and resource the opening of a night service. In the current year, we were delighted to be able to open the service and to rebrand HOPELINEUK to become HOPELINE247.

During the year we managed 20,022 telephone calls and 1,031 Webchats which means 21,054 real time life-saving conversations. Each channel tells its own story in some ways. Webchat, for instance, is predominately used by teenagers. We managed 84,335 individual text and emails, each of them forming wider conversations about life, death, hope and staying safe from suicide. We also signpost to other organisations from different sectors and specialisms for longer term support. Around 15% percent of our contacts are from concerned others - predominantly parents - who are looking for advice and guidance of how to keep their children safe from suicide. A majority of the young people who reach out to us are aged between 14 and 25.

Our unique digital safety plan offer – HOPELINK - continues to show that empowered young people work to stay safe from suicide long after any conversations with an adviser. 1762 collaborative safety plans were created with them being viewed an average of 4 times thereafter at many different times of the day. This collaborative digital safety planning tool is a first and its success is its continued use by young people working together to update these frequently with our trained professionals by their side. The desire for safety usually outweighs any intention to die. Many need our support to realise this.

I didn’t know how to ask him how he was.

Calling PAPYRUS changed that. You understood me. I was able to talk to him.

Thank you.
Suicidal thinking is a very individual experience. However, we can recognise quite common contributory factors to suicide ideation. Whilst never an exhaustive list, we can identify some themes across the volume of contacts we engage with and, sadly, in our work with those who have been bereaved by suicide. We do know there are some similar experiences that contribute to young people’s thoughts about ending their life.

During the year, we saw a number of common ‘contributories’:

- Issues with or lack of support for emotional wellbeing – NHS/Charities
- Adverse Childhood Experiences (ACEs)
- Sexual Assault/Rape
- Waiting-list concerns
- Relationship breakdown
- Domestic Abuse and Violence
- Bereavement (Suicide)
- Education-related problems
- Work-related stress
- Neurodiversity and attitudes of ‘others’ on this
- Gender and identity issues
- Environmental concerns

Throughout this year we have heard how many young people are feeling the negative effects of the Cost-of-Living Crisis. For some this means an existential fear.

We are also aware that, this year, we started to see some helplines fold, reduce hours of opening, or raise the threshold for access. It may well be that our increase in demand is due to this. Certainly, callers speak regularly about their frustrations in having little or no other mental health resources available to them or that previous services are no longer available.

Improving Accessibility is and has been throughout our history a key objective. In recent years, we have retained our collaboration with Language Line, an in telephone-based interpreter service for those whose first language is other than English. During this year, we strengthened this relationship and augmented previous provision. We have had contacts from people using many different languages, reflecting our increased reach across communities within the UK. We have been keenly exploring accessibility for those who use British Sign Language and hope to offer a service to d/Deaf users in the future. We have been exploring using a more memorable text number for those who access us in this way. We have learned that our webchat service is also benefiting those who may be non-verbal or prefer a service that is not dependent on the spoken word.

Conscious that many people never contact us directly but use our website as a source of life-saving support, we also improved our website (papyrus-uk.org) to make it more visually accessible and so that people can read it in many different languages.

(Image: Heatmap showing approximate areas from which contacts are made to our helpline services. Callers are asked if they would like to share their postcode. Some do not and therefore are not represented on the map here.)

There is real evidence of our work across our communities in the UK translating to more traffic to our helpline services.

See Equip.
PAPYRUS embarked in 2022 on a path of planned strategic growth, including the establishment of numerous new community bases throughout the United Kingdom. This expansion has allowed us to significantly enhance our community services and improve our engagement efforts in communities across England, Wales, Scotland, and Northern Ireland.

To enable this expansion, we implemented a management restructure. Our new Head of Community Services would oversee Area Managers and Community Development, Volunteer Support and Administrative staff in five “Areas”:

- England North
- England South
- Wales
- Northern Ireland
- Scotland

We maintained our bases and staff teams in Warrington, Birmingham, London, Cardiff, Belfast, Glasgow. We opened and staffed new bases in Foyle, Leeds, Carmarthen, Truro, and Conwy.

Three key areas of our work have been instrumental in our growth and impact.

1) Suicide Prevention Awareness Raising and Training

During 2022/23, a primary focus was on suicide prevention awareness and training within new communities, always trying to engage communities before assuming what they need. This initiative encompassed several essential components, including our SPARK, SPOT, and SPEAK accredited products, as well as Living Works’ two days ASIST workshop (Applied Suicide Intervention Skills Training). These programmes were successfully implemented in a greater variety of communities of interest such as schools, further education colleges, universities, and workplaces, delivered both online and in-person. Feedback from many participants underscored the positive impact of our training programmes and engagement in communities that precedes and enables them.

“The training was excellent, and the trainer was very informative and dealt with a delicate issue with empathy. Brilliant. Would strongly recommend the course.”

“There were a couple of key elements related to language that were very informative.”

“The focus of the PAPYRUS training was on young people, however in my current position the session made me think more of colleagues and the need for me to gain further training in that area. this is an action I will take forward - thanks!”

“The SPEAK session really opened up important overdue conversations in our school. Eye opening information.”

<table>
<thead>
<tr>
<th>Participants Organisations Type</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary School</td>
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</tr>
<tr>
<td>Mental Health Organisation</td>
<td>1,096</td>
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<tr>
<td>Local Authority</td>
<td>796</td>
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<tr>
<td>FE College</td>
<td>584</td>
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<tr>
<td>University</td>
<td>578</td>
</tr>
<tr>
<td>Youth Services (Statutory)</td>
<td>535</td>
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<tr>
<td>Third Sector</td>
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<tr>
<td>NHS</td>
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<tr>
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<td>Housing Organisation</td>
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<td>138</td>
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<tr>
<td>Adiction/Recyver Organisations</td>
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</tr>
</tbody>
</table>
During the year, we received a lot of feedback from people saying they valued the fact that we offer training in the context of also having connections in their community. The link with our campaign work is attractive to communities as we try to voice their concerns to those who currently hold power to change people’s lives for the better. Many participants also value the links we make between our training and HOPELINE247 service.

PAPYRUS continued to work hard at making people see their place in suicide prevention. Different levels of training are made available, enabling people to do a short session or a more intensive exposure to intervention.

2) Volunteering Engagement and Governance

In the past year, we made significant improvements to our volunteer recruitment process and enhanced our volunteer offering. This resulted in a notable increase in the number of volunteers across our communities. As a result, our volunteers have been able to support a greater number of events and activities than ever before.

This increase in volunteer engagement has played a pivotal role in raising awareness about where to access support for young people and concerned individuals in our communities. The dedication and commitment of our volunteers have been instrumental in our organisation’s growth and ability to reach more individuals in need.

3) Community Engagement and Expansion

Our commitment to expanding our geographical footprint across the UK has allowed us to engage with a broader range of communities than ever before. This expansion has been complemented by a substantial investment in the recruitment of Community Development Officers across the country. As a result, we have witnessed a surge in community engagement, heightened demand for our training programmes, and a subsequent increase in contacts to our helpline.

Our strategy of broader reach and enhanced community engagement has led to a tangible impact on the lives of individuals in various communities, making it easier for them to access the support and resources they require.

During the year we made successful bids to various local partnership opportunities including new work Kirklees, Surrey, and Carmarthenshire.

We also piloted a new resource for schools using our award-winning film, *Sinking Feelings*.

The strategic growth under the EQUIP strategy has undeniably transformed our organisation’s ability to serve communities across the UK. Our efforts in suicide prevention awareness and training, volunteer engagement, and community expansion have all contributed to this positive trajectory. As we continue to expand our reach and improve our services, we remain committed to making a lasting difference in the lives of individuals and communities in need.

The image shows our eleven community bases at the end of 2022-23.

The PAPYRUS training was the best ever. I cried a lot - but I learned even more. So grateful. Thank you.
PAPYRUS continued to work with HM Government and the devolved administrations. During the year, PAPYRUS remained an active member of the National Suicide Prevention Strategy Advisory Group in the Westminster parliament and the Welsh Government’s National Advisory Group on Suicide Prevention and Self-Harm Reduction. PAPYRUS contributed to several of the regional Protect Life Implementation Groups across Northern Ireland and continued to support the call for a return of the Stormont Assembly which stills needs to sign off on the NI suicide prevention strategy. We began this year to build on our long-standing relationships with colleagues in Scotland regarding working together to prevent young suicide. PAPYRUS is a regular attender and active participant in many of the local and regional suicide prevention groups and partnerships across UK communities. These vital agencies can enable cohesion in local communities’ efforts to reduce suicide rates.

On 24 June 2022, PAPYRUS hosted at its London Office a Roundtable with the Secretary of State for Health and Social Care, Rt. Hon. Sajid Javid MP and a small group of academics, charity leaders and people with lived experience. After this, a group of over 200 people listened to our chief executive, Ged Flynn, speaking about our work and mission and then from the Secretary of State who shared his own lived experience after losing his brother to suicide. The Minister also said he was keen to see more urgency in parliament about suicide prevention and commended PAPYRUS and others in the sector “for their life-saving work”.

During 2022-23, PAPYRUS was proud to host several England-wide consultation round-table exercises around one of the two proposed themes for the long-awaited new national suicide prevention strategy for England: children & young people. We hosted four round tables in all for those working directly with children and young people and reported our findings to the National Suicide Prevention Strategy Advisory Group. We also engaged young people in research online, asking them what it was like to be a child or young adult in 2022. We asked what they would do if they were Prime Minister in terms of suicide prevention. We engaged them directly in anonymous surveys and through TikTok campaigns. The most common themes reported from those surveyed were academic pressure, anxiety, relationships, and family concerns. Children and young people wanted to talk to adults about suicide but not vice versa. Children reported speaking about it to their peers but not to adults who often dismissed them if it was raised or dissuaded such conversations.

Our influence is also manifest in our campaigns, both those targeting political leaders to effect change, and those which educate the public about the preventability of young suicide and the often-complex nature of its contributory factors. This year, our online To My Fellow video campaign showed individual stories around suicide which can affect anybody across a range of groups and communities. The campaign also acted as a tool to promote lived and living experience of suicide and encouraged people to talk openly about suicide to help break down the stigma surrounding it. The campaign featured parents, siblings, faith leaders, artists, and migrants, just to name a few. The feedback around the campaign was positive and a second phase launched with new contributors sharing their stories.

Our Exam Results campaign featured a powerful image which depicted DEA* D as achieved grades and was accompanied with the tag line ‘Don’t let your grades determine your future’. This campaign was promoted across social media as well as forming part of an out of home campaign with imagery featured on buses that ran along school and college routes, as well as bus stops near to schools and colleges. The focus of this campaign was to encourage young people not to place too much importance on their results and to reach out for support if they were to think about suicide. The inclusion of top grades along with lower grades highlights that it is not just those who are struggling academically or underperforming who are at risk of suicide.
On World Suicide Prevention Day 2022 (10 September), we launched our PAPYRUS Manifesto which was a short film (available, as are all our films, on our PAPYRUS YouTube channel) that outlined who we are as a charity, what our goals are, who we support and why we are passionate about the prevention of young suicide. This was hugely successful and has been widely shared and used as part of our ongoing awareness raising across the charity.

The PAPYRUS website was visited most by 25–35-year-olds, with 18–24-year-olds and 35–44-year-olds following closely behind. During this financial year we saw 397,307 visitors to the PAPYRUS website of which most were brand new visitors. PAPYRUS social media continue to be a success with 153,000 new fans and followers over the 12-months period. This is an increase of 222% on the previous year. The reach of our pages and profiles was 4.3 million (an increase of 498%) with impressions on our pages hitting 4.3 million (up 515%). During the year, PAPYRUS continued to maintain a profile on Facebook, Twitter, YouTube, Pinterest, TikTok, LinkedIn and Instagram.

In terms of print and broadcast media, we continued to increase our reach to new communities, readers, and audiences. From April 2022 through to March 2023 we featured 14,561 separate media stories. Around 83% of that coverage was online with a combined readership of 10.6 billion. Broadcast media accounted for 17% of our coverage with a radio and TV combined audience of 3.1 billion.

Around 61% of the coverage can be attributed to local and regional outlets, with national coverage making up 15%, international coverage was 12% as was trade/industry press.

- Headlines of our most popular media releases during the year included:
- Three Dads take UK in their stride.
- Hero dads hit million-pound mark.
- Daniel Craig sends hero dads a message of hope.
- Suicide prevention charity praises parents for breaking the silence.
- Praise as health secretary breaks silence around suicide (Rt Hon Sajid Javid MP)
- How brave stories of suicide could save young lives (To my fellow…)
- Rising star becomes ambassador of hope.
- Struggling schoolchildren want lessons in life

In September 2022, the 3 Dads Walking began their second walk across the UK taking in all parliaments and hitting the £1 million mark with their fundraising for PAPYRUS. Awareness of the charity increased significantly. The 3 Dads enabled so many to share their own story of suicide and loss and so influence national awareness.

Our new campaign film, ‘Sinking Feeling’ was awarded ‘Best Charity Film’ at the national Third Sector Awards 2022, fighting off tough competition from huge charities within the UK.
Governance

We have continued to ensure that governance arrangements are fit for purpose. We regularly review our Constitution to that end. We also remain indebted to a group of very dedicated trustees who also act as directors of the company.

During 2022-23, two issues affected our sustainability and our young people in particular:

- post-Covid19-pandemic uncertainty
- the continuing financial downturn in the UK

We know that, when times get tough financially and where there is increased uncertainty “out there”, young people feel that acutely and many experience increased suicidality. PAPYRUS continued to work with and sometimes challenge HM Government (and where appropriate, the devolved administrations) about both these issues.

Finance & Strategic Resource Management

During the year we reviewed several of our bank arrangements and rationalised the number of accounts we had open. We streamlined what all our systems around finance to provide a clear audit trail and to ensure best value.

We reviewed the leases for the buildings we occupy. We looked at our suppliers to ensure that we are compliant and securing best value for monies expended.

We have made a concerted effort to move towards a paperless system in managing our finances. Improved use of new software and electronic systems will continue to be a preference going forward.

We are indebted to the members of our Finance and Strategic Resources Subcommittee for their service in scrutinising our management accounts throughout the year.

Income Generation

PAPYRUS was set up as a charity in 1997, and we have never forgotten the inspiration and passion of our founders who had had all lost a child or young person to suicide and were determined to shine a light on the issue and prevalence of young suicide, in order to prevent other families from going through the pain they had, that of losing a loved one to young suicide. In terms of income generation and growth, these remain our drivers today.

As in previous years, most of our donations and fundraised income again came from the friends and families of those young people who have sadly lost their lives to suicide, and they all have a very personal reason for supporting PAPYRUS. Indeed, they often report finding new purpose and meaning in belonging to the charity.

Behind every donation there is a very sad story and a family or a community in pain. We pride ourselves on the service and stewardship we give to them, we remain extremely grateful to each one of them - those who do the big high-profile events, those who engage with their employers to deliver corporate partnership and those that quietly just give week after week after month in memory of somebody they have lost.

Many of us supporters have been with us for years. Some come, do something amazing and just quietly move on. We are aware that we are part of their individual grief journey, and we understand that each of them has a very different way of supporting and engaging with us.

3 Dads Walking continued to raise money, and most significantly our profile not only with the public, but also with the Government, having undertaken and second and longer walk in September 2022. They were the winners of the special recognition award at the JustGiving awards the following month and awarded a Pride of Britain awards.
Parachute for PAPYRUS continued to be very popular with our many supporters as did other challenge events.

We completed our charity partnership with Vistry Group which raised over £250,000 and in March 2023 were confirmed as the official charity partner for Wates Construction Group. These are our two biggest partnerships to date and are indicative of our expanding reach across the whole country. We are indebted to several charitable and grant-making trusts like Beacon Owl Trust and the Julia and Hans Rausing Trust for their support during the year. BBC Children in Need have supported us thus far for over a decade and we are very grateful to them for this.

We firmly believe that people do not give to charities for those charities to build up massive reserves, and although we have a healthy level of reserves to protect ourselves, we do have an ambitious physical expansion plan in place as part of our strategy to grow services across the whole of the UK.

Data Management and Use

We continued to ensure that we remain compliant with the Information Commissioner’s Office (ICO) in terms of General Data Protection Regulations (GDPR). Our cyber-safety protocols were challenged more than in recent years with the advance of new risks which are affecting many organisations. We strengthened our risk management here and are pleased to have had no material breaches.

Using new software and tech, we were better able this year to demonstrate real-time outputs through instant infographics. This enabled timelier analysis and management of issues arising. Maps of our activity readily identified gaps in our provision which helped with planning.

Secretary of State for Health and Social Care, Sajid Javid MP speaking at our London office in June 2022
During 2022-23, PAPYRUS employed 88 paid staff and engaged with c.350 volunteers, working collaboratively across the UK. We have developed a progressive People Strategy, focused on enabling and equipping all colleagues to be empowered to deliver their roles effectively. To enable this, we committed to three key objectives for our 2022 - 2024 People Strategy.

1) **Embed a culture in which our people have the right knowledge, attitude, and skills.**

*Recruitment practices*
We implemented an online recruitment package with application tracking. This supports us to enhance applicants’ experience of the application process and to implement more modern and efficient recruitment practices. As the charity grows and reaches new communities, we continue to review our recruitment practices, seeking to ensure we reach the best candidates across the UK.

*Contracts, policies, and procedures*
We reviewed and updated all our contractual documents and policies to ensure that they reflect and support modern and proactive people management practices and the culture of the charity.

*Employee wellbeing*
We have always had a strong employee wellbeing provision and support all colleagues in their roles through effective individual management support meetings, debriefing sessions, and Clinical Supervision as appropriate. The introduction of a health support scheme this year improved this further, augmenting our use of an employee assistance programme to support all employees.

*Employee benefits*
Like many organisations we reviewed and maintained our hybrid working arrangements this year and continued to promote agile working opportunities for all colleagues. We enhanced some core benefits including the ability to purchase additional annual leave, and we continue to look at our overall offer which helps to attract and retain our people.

*Employee engagement and employee voice*
We established Employee Champions Group which has an active role in helping to implement new and upcoming People projects by encouraging employee engagement and offering valuable feedback and suggestions. The group contributed significantly to the introduction of new policies and enhancements to some of our benefit arrangements. A key and successful outcome from this group was the introduction of Workplace by Meta to support internal communication and facilitate greater inter-departmental engagement. We have undertaken an employee engagement survey with all colleagues and identified areas of good practice and areas for further development.

*Learning and Development*
We introduced core mandatory training for all colleagues covering equality and diversity, health and safety, data protection and safeguarding. This is completed as part of onboarding and is supplemented with additional training to ensure we remain current and can assess our practices.

*Organisational design*
We have and will continue to review our structure and working arrangements to ensure they support the charity now and into the future. In 2022-23, we focused on growing our presence into new communities across the UK and we continue to ensure that our structure and the capacity within departments enable us to achieve this.

*Safeguarding*
We are committed to continuous improvement and have quality assured our approach to Safeguarding ensuring that the safety of all those we work with, and support remains paramount. Our safeguarding policy and practices reflect best practice and we have implemented the *My Concern* reporting tool. All colleagues continue to receive regular safeguarding and professional boundaries training tailored to their roles.
2) Demonstrate and strengthen our ongoing commitment to Equality, Diversity, and Inclusion (EDI) across PAPYRUS.

PAPYRUS is committed to continuing to develop and embed these important principles in what we do and how we do it. Here are some examples of how we positively considered EDI in our practices during 2022-23:

*Inclusive recruitment practices*
We have adopted anonymised shortlisting for all vacancies. This means all personal information is removed from applications to ensure shortlisting decisions are made based on knowledge, skills, and experience only. In addition, we ensure that our vacancies are advertised in various media as well as through colleagues and partners.

*Equality, Diversity, and Inclusion training*
All colleagues have mandatory Equality, Diversity and Inclusion training and we are enhancing this by adding specific training on Cultural Awareness and Cultural Competence along with specific training to support us to work alongside all communities.

*HL247 service provisions*
Working with British Sign Language users and organisations which work with d/Deaf people to ensure our offer is accessible to those who are hearing impaired, d/Deaf or use BSL as their preferred language.

*Community development*
Making a concerted efforts to work in new communities and learning from them, their culture, their norms, their needs.

*Communications*
Implementation of *Recite* on our website and additional accessibility tools to make the user experience a more effective one.

To build on our existing work we have created an internal Equality, Diversity, and Inclusion Working Group. The group is focused on developing and supporting the delivery of our Equality, Diversity, and Inclusion action plan. The EDI working group will assess our practices and identify potential development areas through staff surveys and analysis.

3) Ensure engaging and competent leadership and management throughout the organisation.

We initiated a Leadership and Management development programme focused on equipping all leaders and managers with the capability and confidence to manage their teams and business areas. We believe that coaching is a key element of our culture and are embedding this into people management practices underpinned by the necessary skills and knowledge.

*Disclosure of information to auditor*

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity’s auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 21 October 2023 and signed on its behalf by:

Mr H J H Biggs-Davison
Chair of Trustees
Independent Auditor’s Report

Opinion

We have audited the financial statements of PAPYRUS Prevention of Young Suicide (the ‘charity’) for the year ended 31 March 2023, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity’s affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken during the audit:

- the information given in the for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the information has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained during the audit, we have not identified material misstatements in the .

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees’ Responsibilities (set out on page 3), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities, and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our knowledge and experience of the charity sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we identified laws and regulations which were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected, and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures on material balances for which robust, substantive analytical procedures have been undertaken to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.

Use of our report

This report is made solely to the charitable company’s trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity’s trustees 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 its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Mark Heaton FCCA DchA (Senior Statutory Auditor)

For and on behalf of

KM, Statutory Auditor
1st Floor, Block C
The Wharf
Manchester Road
Burnley
Lancashire
BB11 1JG

Date: 21 October 2023
Statement of Financial Activities for the Year Ended 31 March 2023
(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

<table>
<thead>
<tr>
<th>Note</th>
<th>Unrestricted funds £</th>
<th>Restricted funds £</th>
<th>Total 2023 £</th>
<th>Unrestricted funds £</th>
<th>Restricted funds £</th>
<th>Total 2022 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and legacies</td>
<td>3</td>
<td>2,003,283</td>
<td>-</td>
<td>2,003,283</td>
<td>1,722,177</td>
<td>-</td>
</tr>
<tr>
<td>Charitable activities</td>
<td>4</td>
<td>901,981</td>
<td>48,390</td>
<td>950,371</td>
<td>704,851</td>
<td>344,055</td>
</tr>
<tr>
<td>Other trading activities</td>
<td>5</td>
<td>1,515,537</td>
<td>-</td>
<td>1,515,537</td>
<td>1,588,792</td>
<td>-</td>
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<tr>
<td>Investment income</td>
<td>6</td>
<td>31,735</td>
<td>-</td>
<td>31,735</td>
<td>10,941</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td></td>
<td>4,452,536</td>
<td>48,390</td>
<td>4,500,926</td>
<td>4,026,761</td>
<td>344,055</td>
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<tr>
<td>Expenditure on:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raising funds</td>
<td>7</td>
<td>(326,259)</td>
<td>-</td>
<td>(326,259)</td>
<td>(327,591)</td>
<td>-</td>
</tr>
<tr>
<td>Policy and Education</td>
<td>8</td>
<td>(4,232,054)</td>
<td>(48,390)</td>
<td>(4,280,444)</td>
<td>(3,014,647)</td>
<td>(420,236)</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td></td>
<td>(4,558,313)</td>
<td>(48,390)</td>
<td>(4,606,703)</td>
<td>(3,342,238)</td>
<td>(420,236)</td>
</tr>
<tr>
<td>Net (expenditure)/income</td>
<td></td>
<td>(105,777)</td>
<td>-</td>
<td>(105,777)</td>
<td>684,523</td>
<td>(76,181)</td>
</tr>
<tr>
<td>Net movement in funds</td>
<td></td>
<td>(105,777)</td>
<td>-</td>
<td>(105,777)</td>
<td>684,523</td>
<td>(76,181)</td>
</tr>
<tr>
<td>Reconciliation of funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td>18</td>
<td>2,621,385</td>
<td>4,500</td>
<td>2,625,885</td>
<td>1,936,862</td>
<td>80,681</td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td>18</td>
<td>2,515,608</td>
<td>4,500</td>
<td>2,520,108</td>
<td>2,621,385</td>
<td>4,500</td>
</tr>
</tbody>
</table>

All the charity’s activities derive from continuing operations during the above two periods. The funds breakdown for 2022 is shown in note 18.
### Balance Sheet as at 31 March 2023

<table>
<thead>
<tr>
<th>Note</th>
<th>2023 £</th>
<th>2022 £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks</td>
<td>14</td>
<td>36,001</td>
</tr>
<tr>
<td>Debtors</td>
<td>15</td>
<td>225,168</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td>2,558,310</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2,819,479</td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due within one year</strong></td>
<td>16</td>
<td>(299,371)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2,520,108</td>
</tr>
<tr>
<td><strong>Funds of the charity:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted income funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td></td>
<td>4,500</td>
</tr>
<tr>
<td>Unrestricted income funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td></td>
<td>2,515,608</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>18</td>
<td>2,520,108</td>
</tr>
</tbody>
</table>

The financial statements in this report were approved by the trustees and authorised for issue on **21 October 2023** and signed on their behalf by:

Mr. H J H Biggs-Davison  
Chair of Trustees
### Statement of Cash Flows for the Year Ended 31 March 2023

<table>
<thead>
<tr>
<th>Note</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net (expenditure)/income</td>
<td>(105,777)</td>
<td>608,342</td>
</tr>
<tr>
<td>Adjustments to cash flows from non-cash items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>6</td>
<td>(31,735)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(137,512)</td>
</tr>
<tr>
<td><strong>Working capital adjustments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase)/decrease in stocks</td>
<td>14</td>
<td>(12,974)</td>
</tr>
<tr>
<td>Decrease/(increase) in debtors</td>
<td>15</td>
<td>148,876</td>
</tr>
<tr>
<td>Increase in creditors</td>
<td>16</td>
<td>66,459</td>
</tr>
<tr>
<td><strong>Net cash flows from operating activities</strong></td>
<td>64,849</td>
<td>515,552</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest receivable</td>
<td>6</td>
<td>31,735</td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>96,584</td>
<td>526,493</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at 1 April</strong></td>
<td>2,461,726</td>
<td>1,935,233</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at 31 March</strong></td>
<td>2,558,310</td>
<td>2,461,726</td>
</tr>
</tbody>
</table>

All the cash flows are derived from continuing operations during the above two periods.
Notes to the Financial Statements for the Year Ended 31 March 2023

1 Charity status

The charity is limited by guarantee, incorporated in England, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

The registered office address is: 2 Bankside, Crosfield Street, Warrington, Cheshire, WA1 1UP.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation

PAPYRUS Prevention of Young Suicide meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The trustees consider that there are no material uncertainties about the charity’s ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of the income receivable can be measured reliably.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity, and it is probable that these conditions will be fulfilled in the reporting period.

Legacy gifts are recognised on a case-by-case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash, or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.
Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading those aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings, they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use. Other support costs are allocated based on the spread of staff costs.

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs

These include the costs attributable to the charity’s compliance with constitutional and statutory requirements, including audit, strategic management and trustees’ meetings and reimbursed expenses.

Tangible fixed assets

Tangible assets are stated at cost, less any accumulated depreciation and accumulated impairment losses.

Depreciation

<table>
<thead>
<tr>
<th>Asset class</th>
<th>Depreciation method and rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and equipment</td>
<td>25% on straight line basis</td>
</tr>
</tbody>
</table>

Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow-moving stocks.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees’ discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Pensions and other post-retirement obligations

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.
3  **Income from donations and legacies**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Total 2023</td>
<td>Total 2022</td>
</tr>
<tr>
<td>Legacies</td>
<td>£60,012</td>
<td>£60,012</td>
<td>£110,694</td>
</tr>
<tr>
<td>Donations</td>
<td>£1,710,013</td>
<td>£1,710,013</td>
<td>£1,275,256</td>
</tr>
<tr>
<td>Gift aid reclaimed</td>
<td>£233,258</td>
<td>£233,258</td>
<td>£336,227</td>
</tr>
<tr>
<td></td>
<td><strong>£2,003,283</strong></td>
<td><strong>£2,003,283</strong></td>
<td><strong>£1,722,177</strong></td>
</tr>
</tbody>
</table>

4  **Income from charitable activities**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Restricted</td>
<td>General</td>
<td>Total 2023</td>
</tr>
<tr>
<td>Sale of leaflets</td>
<td>£13,479</td>
<td>-</td>
<td>£13,479</td>
</tr>
<tr>
<td>Provision of training</td>
<td>332,328</td>
<td>-</td>
<td>332,328</td>
</tr>
<tr>
<td>Grants</td>
<td>556,174</td>
<td>48,390</td>
<td>604,564</td>
</tr>
<tr>
<td></td>
<td><strong>901,981</strong></td>
<td><strong>48,390</strong></td>
<td><strong>950,371</strong></td>
</tr>
</tbody>
</table>

5  **Income from other trading activities**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Total 2023</td>
<td>Total 2022</td>
</tr>
<tr>
<td>Fundraising</td>
<td>£1,515,537</td>
<td>£1,515,537</td>
<td>£1,588,792</td>
</tr>
</tbody>
</table>

6  **Investment income**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Total 2023</td>
<td>Total 2022</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>£31,735</td>
<td>£31,735</td>
<td>£10,941</td>
</tr>
</tbody>
</table>

7  **Expenditure on raising funds**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
<td>Total 2023</td>
<td>Total 2022</td>
</tr>
<tr>
<td>Costs of generating donations and legacies</td>
<td>£117,891</td>
<td>£117,891</td>
<td>£119,228</td>
</tr>
<tr>
<td>Staff costs</td>
<td>£208,368</td>
<td>£208,368</td>
<td>£208,363</td>
</tr>
<tr>
<td></td>
<td><strong>326,259</strong></td>
<td><strong>326,259</strong></td>
<td><strong>327,591</strong></td>
</tr>
</tbody>
</table>
8 Expenditure on charitable activities

Unrestricted funds

<table>
<thead>
<tr>
<th>Note</th>
<th>General</th>
<th>Restricted Funds</th>
<th>Total 2023</th>
<th>Total 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance costs</td>
<td>9</td>
<td>34,538</td>
<td>-</td>
<td>34,538</td>
</tr>
<tr>
<td>Policy and Education</td>
<td></td>
<td>4,197,516</td>
<td>48,390</td>
<td>4,245,906</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,232,054</td>
</tr>
</tbody>
</table>

9 Analysis of governance and support cost

Unrestricted funds

<table>
<thead>
<tr>
<th></th>
<th>General</th>
<th>Total 2023</th>
<th>Total 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit of the financial statements</td>
<td>7,028</td>
<td>7,028</td>
<td>5,014</td>
</tr>
<tr>
<td>Other fees paid to auditors</td>
<td>900</td>
<td>900</td>
<td>-</td>
</tr>
<tr>
<td>Legal fees</td>
<td>8,357</td>
<td>8,357</td>
<td>2,465</td>
</tr>
<tr>
<td>Bank charges</td>
<td>8,020</td>
<td>8,020</td>
<td>2,870</td>
</tr>
<tr>
<td>Other governance costs</td>
<td>10,233</td>
<td>10,233</td>
<td>8,166</td>
</tr>
<tr>
<td></td>
<td>34,538</td>
<td>34,538</td>
<td>18,515</td>
</tr>
</tbody>
</table>

10 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year. No trustees received any reimbursed expenses from the charity during the year.

11 Staff costs

The aggregate payroll costs were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs during the year were:</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>2,674,130</td>
<td>2,245,267</td>
</tr>
<tr>
<td>Social security costs</td>
<td>278,222</td>
<td>218,950</td>
</tr>
<tr>
<td>Pension costs</td>
<td>153,716</td>
<td>137,440</td>
</tr>
<tr>
<td></td>
<td>3,106,068</td>
<td>2,601,657</td>
</tr>
</tbody>
</table>

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full-time equivalents was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable activities</td>
<td>88</td>
<td>78</td>
</tr>
</tbody>
</table>

The number of employees whose emoluments fell within the following bands was:

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>£80-90,000</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

The total employee benefits of the key management personnel of the charity were £429,348 (2022 - £466,911).
### 12 Auditors’ remuneration

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit of the financial statements</td>
<td>£7,028</td>
<td>£5,014</td>
</tr>
<tr>
<td>Other fees to auditors:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountancy support</td>
<td>£900</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£7,928</strong></td>
<td><strong>£5,014</strong></td>
</tr>
</tbody>
</table>

### 13 Taxation

PAPYRUS is a registered charity and is exempt from taxation.

### 14 Stock

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications, leaflets, etc.</td>
<td>£36,001</td>
<td>£23,027</td>
</tr>
</tbody>
</table>

### 15 Debtors

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>£109,163</td>
<td>£191,509</td>
</tr>
<tr>
<td>Prepayments</td>
<td>£113,583</td>
<td>£120,353</td>
</tr>
<tr>
<td>Other debtors</td>
<td>£2,422</td>
<td>£62,182</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£225,168</strong></td>
<td><strong>£374,044</strong></td>
</tr>
</tbody>
</table>

### 16 Creditors

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>£49,258</td>
<td>£17,488</td>
</tr>
<tr>
<td>Other taxation and social security</td>
<td>£71,819</td>
<td>£57,549</td>
</tr>
<tr>
<td>Other creditors</td>
<td>-</td>
<td>£17,405</td>
</tr>
<tr>
<td>Accruals</td>
<td>£178,294</td>
<td>£140,470</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£299,371</strong></td>
<td><strong>£232,912</strong></td>
</tr>
</tbody>
</table>

### 17 Pension and other schemes

**Defined contribution pension scheme**

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £153,716 (2022 - £137,440). Contributions totalling £Nil (2022 - £17,405) were payable to the scheme at the end of the year and are included in creditors.
## Funds

<table>
<thead>
<tr>
<th></th>
<th>Balance at 1 April 2022 £</th>
<th>Incoming Resources £</th>
<th>Resources Expended £</th>
<th>Balance at 31 March 2023 £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fund</td>
<td>1,581,385</td>
<td>4,452,536</td>
<td>(4,558,313)</td>
<td>1,475,608</td>
</tr>
<tr>
<td>Contingency</td>
<td>100,000</td>
<td>-</td>
<td>-</td>
<td>100,000</td>
</tr>
<tr>
<td>Close down reserve</td>
<td>940,000</td>
<td>-</td>
<td>-</td>
<td>940,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,621,385</strong></td>
<td><strong>4,452,536</strong></td>
<td><strong>(4,558,313)</strong></td>
<td><strong>2,515,608</strong></td>
</tr>
<tr>
<td><strong>Restricted funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOPELINEUK</td>
<td>4,500</td>
<td>48,390</td>
<td>(48,390)</td>
<td>4,500</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td><strong>2,625,885</strong></td>
<td><strong>4,500,926</strong></td>
<td><strong>(4,606,703)</strong></td>
<td><strong>2,520,108</strong></td>
</tr>
</tbody>
</table>

## Analysis of net assets between funds

<table>
<thead>
<tr>
<th></th>
<th>General £</th>
<th>Designated £</th>
<th>Restricted Funds £</th>
<th>Total Funds £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td>1,774,979</td>
<td>1,040,000</td>
<td>4,500</td>
<td>2,819,479</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>(299,371)</td>
<td>-</td>
<td>-</td>
<td>(299,371)</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>1,475,608</td>
<td>1,040,000</td>
<td>4,500</td>
<td>2,520,108</td>
</tr>
</tbody>
</table>

## Related party transactions

There were no related party transactions in the year.