

The Silver Line

helpline for older people

0800 4 70 80 90

Annual Report and Financial Statements

for the year ended March 2017



Registered Charity Number in England and Wales: 1147330
Registered Charity Number in Scotland: SC044467
Registered Company Number: 8000807

**Charity Registration Nos. 1147330 (England and Wales)
SC044467 (Scotland)**

Company Registration No. 08000807 (England and Wales)

**THE SILVER LINE HELPLINE
ANNUAL REPORT
AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

THE SILVER LINE HELPLINE

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THE SILVER LINE HELPLINE

LEGAL AND ADMINISTRATIVE INFORMATION

Charity status Registered in England and Wales and in Scotland

Charity registration number 1147330 (England and Wales)
SC044467 (Scotland)

Working name The Silver Line

Registered office and head office Trade Tower
Calico Row
London SW11 3YH

Company registration number 08000807

		Date of Appointment
Trustees	Dame Esther Rantzen DBE (President and Founder)	21 March 2012
	Professor Patrick Geoghegan OBE (Chair)	11 June 2012
	Jane Ashcroft CBE	4 July 2012
	Lady Susan Chinn CBE	10 December 2012
	Reverend Rose Hudson-Wilkin	16 June 2015
	Piers Ricketts (Treasurer)	21 January 2016
	James Dingwall	appointed 1 April 2017
	Jacqueline Gittins	appointed 1 April 2017
	Lorraine Jackson	appointed 1 April 2017
	Michael Josephson MBE	appointed 1 April 2017
	Ben Summerskill	appointed 1 April 2017
	Gary Fitzgerald (resigned 31 March 2017)	11 June 2012
	Rt Hon Paul Burstow (resigned 23 August 2017)	10 December 2012

Chief Executive Officer and Company Secretary Sophie Andrews

Royal Patron H.R.H. The Duchess of Cornwall

Website www.thesilverline.org.uk

Auditors Lewis Golden LLP
40 Queen Anne Street
London W1G 9EL

Legal advisers Mills & Reeve LLP
Botanic House
100 Hills Road
Cambridge CB2 1PH

Bankers Barclays Bank Plc
Soho Square Branch
27 Soho Square
London W1D 3QR

THE SILVER LINE HELPLINE

STATEMENT OF THE PRESIDENT AND FOUNDER FOR THE YEAR ENDED 31 MARCH 2017

In the short period since our national launch in November 2013 and, having now taken over a million calls, The Silver Line team has learned that there is no single Silver Bullet to heal the epidemic of loneliness that afflicts so many older people. The loss of a loved one, loss of mobility, loss of a driving licence or a job, and above all, loss of confidence - there can be many different contributory factors to the isolation which has such a damaging impact on physical and mental health.

But that is not to underestimate the huge positive impact that our 24/7 helpline and our thousands of volunteer befrienders, the Silver Line Friends, have made to transform the lives of hundreds of thousands of lonely older people. In addition to the 1,500 calls each day answered by the helpline and the 3,000 weekly friendship calls made by Silver Line Friends, we also offer "Silver Circle" conference calls facilitated by volunteers, and "Silver Letters" for those who may be hearing-impaired, and enjoy receiving and sending fortnightly letters. We are incorporating more and more volunteers into our work, so if anyone would like to offer us their skills, we assure you that you will enjoy the new friendships you help to create.

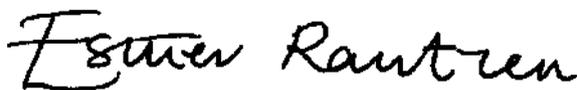
We are the only 24/7 helpline for older people, and most of our calls come in the evenings, overnight and at the weekend when no other services are available; as one caller told us, we *"provide support at night when situations revolve around the mind and stop sleep"*.

We regularly ask our callers to evaluate us, and their comments are a tribute to our staff and volunteers:

*"You really helped in my situation of living in a large care home and not enough staff to chat to as they are busy."
"Someone to talk to if I have had a bad day with my husband who has dementia."
"You made a huge difference because the people are so nice and don't tell you off because you don't have the internet or can't get out because of having to live on a pension."
"I live alone, am 91 with no family within 80 miles, my daughter has concerns of her own and I would not want to worry her."*

It has always been our aim to link our callers to the resources in their community if they wish us to. This year we have piloted very successfully a service development, "Silver Connects". Trained volunteers problem-solve, in order to make that link. For one caller, Raymond, who had resorted to leaving his front door open, and contemplated shop-lifting, he was so desperate for company, we found local organisations who welcomed him with open arms, so now he goes to "Men in Sheds", a cycling club, and a local walking group, all introduced to him by our Silver Line Connects team. His front door is shut now, and he has given up contemplating a life of crime, he prefers the life he now enjoys.

We are deeply grateful to all the generous donors who have enabled us to reach out to so many vulnerable older people. We charities must be diligent, raise money carefully, and spend every penny wisely. We are very pleased that we have achieved significant savings, as can be seen from the financial statements, while being able to improve the quality of the service. We are grateful to everyone, staff, volunteers, others in the charity sector who have advised and collaborated with us, and the generous supporters who give us funds, gifts in kind, and their time and skill. Thanks to you, as one caller told us, The Silver Line has made *"An enormous difference - I feel I am not completely alone."*



Dame Esther Rantzen DBE
President and Founder of The Silver Line Helpline

Date 18 October 2017

THE SILVER LINE HELPLINE

STATEMENT OF THE CHAIR FOR THE YEAR ENDED 31 MARCH 2017

This has been another consecutive year of rising demand for The Silver Line's 24/7 service. Calls to the helpline currently average over 10,000 per week – crucially, more than two thirds of these continue to be received overnight and during weekends when other services are shut.

Invariably this is also when people feel at their loneliest and most vulnerable, which undoubtedly accounts for the growing number phoning us who present mental health needs (around 75% of 'out of hours' callers), ranging from emotional distress to persistent low mood.

However, we also recognise that this represents the tip of the iceberg in terms of the wider scale of the problem: the highest prevalence of depression is found in those over 75, and more generally affects 22% of men and 28% of women aged 65 or over¹.

Having worked in the NHS for over forty years, I know this stems from significant gaps in mental health services for the over 60s, whose needs tend to be overlooked in favour of young people and those of working age. Indeed, Alistair Burns, NHS England's National Clinical Director for Older People's Mental Health, and the Chair of the Royal College of Psychiatrist's Old Age Faculty stated that 85% of older people with depression receive no help from the NHS – and those that do are six times more likely than younger people to be prescribed medication rather than alternatives such as talking therapies. Yet our callers often tell us of the reassurance and relief they feel after 'just having a chat'.

And the repercussions extend beyond the individual – not only to their family, friends and carers, but the wider community. We are beginning to understand for example that the lack of service provision specifically addressing the mental health needs of older people (often intrinsically linked to their feelings of loneliness) means they frequently resort to other parts of the care system for support². This in turn propagates the myth that older people are a drain on resources, whereas in fact they are significant net economic contributors³.

We at The Silver Line believe that depression is not 'just a normal part of the aging process': older people should be empowered to fulfil their true potential, and be rightly recognised as a valuable asset to society. Accordingly, we will seek to harness the significant collective mental health expertise among our trustees and work with our wider stakeholders and partners to campaign for older people to be afforded equal access to mainstream mental health services. It is imperative that we develop alternative models of support which engender the confidence in older people to talk about their needs and help them overcome the 'triple whammy' of stigma associated with loneliness, admitting to having a mental health issue and being in the 'third age'.

It remains for me to thank everyone who has contributed to the remarkable achievements of this charity in such a short time: for the unwavering commitment of our President Dame Esther Rantzen DBE, our Chief Executive Officer Sophie Andrews, our fantastic staff and volunteers, and of course each and every one of our donors without whose generosity none of this would have been possible. As ever, there is no room for complacency: our key challenge remains to secure the funding we need to become truly financially sustainable so we can be there for the growing number of older people who turn to us for support - at any time of day or night.



Professor Patrick Geoghegan OBE

Chair of The Silver Line Helpline

Date 18 October 2017

¹ *Paying the Price: the cost of mental health care in England to 2026*, Kings Fund 2008.

² Campaign to End Loneliness, 2013

³ WRVS 2011, Age UK 2014.

THE SILVER LINE HELPLINE

STATEMENT OF THE CHIEF EXECUTIVE OFFICER FOR THE YEAR ENDED 31 MARCH 2017

It has been an extraordinary year of growth for the charity as we continue to meet the increasing demand for our service whilst also reducing our costs. Running a 24/7 helpline with paid staff ensures we have the resilience to answer the calls but also gives us the challenge of being able to meet the demand without becoming unaffordable. In the last financial year our Board of Trustees made the decision to bring the helpline in-house from our third-party provider, which meant the transfer of 170 staff into our direct employment. This was a huge project that was delivered on time and within agreed budget, without the use of any additional resource to manage the transition. We sourced new offices for our helpline staff in Blackpool and moved our small head office function to our own rented space in London. The helpline transition went smoothly with no loss of service or impact on the older people who call us. And the positive impact of directly employing our own staff is already reaping financial benefits, plus of course huge cultural impacts as we can create and manage the values in which we operate. It was a significant decision for the trustees to make and demonstrated the belief in both the value and longevity of the service that we provide.

The next stage of our development is a natural progression of what we have achieved already – continuing to meet the increasing demand for the service without adding to our costs. In the next financial year we will look to develop our volunteering opportunities and to develop a hub model by which we complement our existing 24/7 staff team in Blackpool with a number of smaller centres where volunteers can contribute small amounts of time each week to answer our calls. This is in addition to the 3,000 trained Silver Line friends who are volunteers who make weekly friendship calls, write letters as part of our Silver Letters service, provide extra advice and support through Silver Connects or facilitate group telephone chats known as Silver Circles.

Our growth since our original pilot of the service in November 2012 has been phenomenal – from those early days when I was the first employee and Chief Executive of myself(!) to 2017 where we now employ over 200 staff, support 3,000 volunteers and most importantly, answer 1,500 calls per day at the helpline and make over 3,000 outbound calls per week. It is still the tip of the iceberg in terms of reaching everyone who may need us and the next year will bring different challenges with the reduction in the vital funding from Big Lottery. As a new charity we need to raise £5m per annum in order to support the thousands of older people who need us and rely on us. Many people tell us that they can't remember a time when the Silver Line wasn't there – we have already become an important part of their support network each week.

My thanks go to our wonderful team of staff, volunteers and trustees and to our President and Founder Dame Esther Rantzen DBE, our Chair of Trustees, Patrick Geoghegan OBE plus of course our funders, corporate partners and individual donors who have made the last twelve months possible. I am exceptionally proud and honoured to be Chief Executive Officer of such a wonderful team and am committed to making sure we continue to exist for any older person who is in need of our service in the future.



Sophie Andrews
Chief Executive Officer of The Silver Line Helpline

Date 18 October 2017

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2017, which also represents the Trustees' Report which is required to be prepared by Part 8 of the Charities Act 2011.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements, applicable accounting standards, current statutory requirements, the Companies Act 2006, the requirements of 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 (FRS102) (effective 1 January 2015) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the charity's memorandum and articles of association.

The directors of the charitable company (the charity) are its trustees for the purpose of charity law, and throughout the report and financial statements are collectively referred to as "the trustees". The trustees who served during the year are set out on page 1.

Legal and administrative information set out on page 1, and the statements of the President and Founder, Chair and of the Chief Executive Officer form part of this report.

Structure, Governance and Management

The Silver Line Helpline was incorporated as a company limited by guarantee (with an exemption from using the word limited in its company name) on 21 March 2012, and it is governed by its memorandum and articles of association. The company was registered as a charity in England and Wales on 18 May 2012 and its registered number is 1147330. It was also registered as a charity in Scotland on 2 December 2013 with number SC044467.

In the last financial year we have retained many of our very experienced trustees and we have expanded our group of trustees in the new financial year. Dame Esther Rantzen DBE has continued in her role as President and has worked with our Chair Professor Patrick Geoghegan OBE and our Chief Executive Officer Sophie Andrews, to continue to promote the work of The Silver Line. Piers Ricketts continued to chair the Finance and Governance Committee. The Remuneration Committee (chaired by Professor Patrick Geoghegan OBE) considered the CEO's salary and review of performance. This committee also oversees the recruitment of all senior management posts and a member of the committee forms part of any final interview panel. The Nominations Committee (chaired by Jane Ashcroft CBE) completed a recruitment process for new trustees following a skills review and gap analysis exercise that took place with existing Board members.

New trustees may be appointed by the members by ordinary resolution. They may also be appointed by the board of trustees, but if so the new trustees must retire at the next Annual General Meeting (AGM), although they will be eligible for re-appointment by the members at the AGM. At each AGM one third of the trustees other than those new trustees who must retire (those who have been longest in office, and then selected by lot) are subject to retirement by rotation, but are eligible for re-appointment by the members. At the company's Annual General Meeting in 2017 it is proposed that Dame Esther Rantzen DBE, Lady Susan Chinn CBE, Professor Patrick Geoghegan OBE and Piers Ricketts step down and then offer themselves for re-appointment as trustees. Gary Fitzgerald served as a trustee from June 2012 until March 2017, Susan Sayer CBE served as a trustee from December 2012 to May 2016, Christopher Belcher served as a trustee from April 2013 until October 2016 and Paul Burstow from June 2012 to August 2017. We would like to take this opportunity to thank them all for their valuable contribution to The Silver Line Helpline's Board of Trustees. In April 2017, following a full and open recruitment process we appointed James Dingwall, Jacqueline Gittins, Lorraine Jackson, Michael Josephson MBE and Ben Summerskill as new trustees. All new trustees are supported by being provided with a full set of papers that provide details on previous decisions, previous minutes of Board and Finance and Governance Committee meetings, plus individual meetings with the Chief Executive Officer and senior management team. An induction meeting also took place.

The charity is governed by a board of trustees who meet to determine the strategic direction of the charity, and managed by a small staff team led by the Chief Executive Officer who put the strategy into operation and deal with the day to day running of the organisation. The Board has approved a business plan, budget and risk map and the charity is managed within these parameters with decisions outside of this being debated and agreed at full board meetings or within the Finance and Governance subcommittee. The Board has met five times in the last financial year (with two formal Finance and Governance meetings taking place in between the board meeting cycle). The Chief Executive Officer reports back to the Board and provides detailed papers which are circulated one week in advance of each meeting. The quorum for meetings of trustees is two trustees (unless there are fewer than two trustees in office). Decisions are made by majority vote and in the event of a tied vote, the Chair of the meeting has a second and deciding vote.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Structure, Governance and Management (continued)

The Finance and Governance Committee is a sub-committee of the main Board and their responsibility is to review monthly financial reports, the rolling budget, financial controls, the risk register and progress against the objectives set out in the charity's business plan. They have also compiled and keep up to date a Governance manual, which includes the charity's written policies on areas such as Vulnerable Beneficiaries, Risk Management, Conflicts of Interest, Volunteer Management and Complaints Handling. During the year the committee has overseen the transition programme in which the helpline element of the service was brought in-house. This resulted in weekly project meetings during the summer of 2016. Authority may be delegated to the Committee on specific items from time to time, but it does not have any general authority to take decisions: these must be referred to the full Board for approval.

The Board of Trustees is responsible for setting the strategic direction for the charity and reviewing its overall performance. In particular it focuses on the management of risks faced by the charity. The risks to which the charity is exposed have been identified, reviewed and appropriate actions have been taken to mitigate those risks. The charity has Trustees' Liability, Employer's Liability and Public Liability policies in place.

The Silver Line Helpline Enterprises Limited was formed as a trading subsidiary and registered with Companies House in August 2014. The Silver Line Helpline's Board of Trustees agreed to this course of action as they felt there may be opportunities to raise further funds through a subsidiary company. In the last financial year there has been a small trading income through the subsidiary but it is recognised that the development of the trading subsidiary should be an important priority for the next financial year. Michael Josephson MBE is the new chair of the trading subsidiary.

The charity continued to employ the use of two partner organisations to deliver the helpline service for the first six months of the year. At the national launch in November 2013, we conducted a competitive tender process and selected one main provider (Fylde Coast Medical Services "FCMS") based on ethos, cultural fit, technical infrastructure, resilience and value for money. The charity also developed a formal partnership with Age Scotland who provided a service up until the end of January 2017 which was 9am-5pm Monday to Friday. Outside of these hours, calls originating in Scotland were answered by FCMS, so that a full service was available to Scottish residents around the clock. Within the last financial year the charity reviewed the current operating model and made a significant change in October 2016 when the helpline function was brought fully in-house so that staff and the complete operation are now managed directly. This transition is detailed further under Achievements and Performance.

The number of members of the charity permitted is unlimited.

Objectives and Activities for the Public Benefit

The objectives, for which the charity was established, as laid down in the memorandum and articles of association, are to promote the protection of older people and in particular:

- to set and up and maintain telephone lines or other means of communication or correspondence to assist older people in danger, suffering isolation, or being abused physically, sexually, mentally or financially;
- to help older people who are in danger or in need of financial, medical, protective or like assistance and to give such older people advice, guidance and comfort; and
- to befriend and support isolated older people.

The Silver Line is a unique national service that provides three key functions to support older people:

- a sign posting service to link them into the many and varied services that exist around the country;
- a friendship service to combat loneliness; and
- a means of empowering those who may be suffering abuse and neglect and, if appropriate, transferring them to specialist services.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Objectives and Activities for the Public Benefit (continued)

There are many different statutory and voluntary agencies who are able to provide assistance in tackling isolation and loneliness and its effects. The Silver Line Helpline does not aim to duplicate or replicate existing services, it enhances their effectiveness, by providing a single point of contact; a place to turn for older people to obtain information that will connect them to or help them navigate existing statutory or voluntary services in their local community. For those older people who are lonely, Silver Line Friends provide a telephone or letter based friendship service. Identification of suspected abuse or neglect and referral to specialist or statutory organisations takes place where necessary and appropriate.

The Silver Line Helpline, contacted by telephone, 24/7 365 days each year, uniquely offers one single freephone number, nationally known to be the single point of contact. National publicity and an easy-to-remember number ensures that the name and the number are at the forefront of people's minds when they don't know where to turn for help.

Callers to The Silver Line Helpline are answered by trained staff who in addition to providing information, undertake a simple assessment. We identify the callers' needs and signpost them to appropriate information, statutory service or voluntary support in their local community. We also explore whether the caller would benefit from regular contact with a volunteer known as a "Silver Line Friend" who makes weekly phone or fortnightly letter contact with them.

Our helpline staff explore existing information about services and support that is currently available. There is so much excellent work being carried out that could and should support older people, if only they knew of it. This allows us to put older people in touch with the provision they need.

If the caller is identified as having limited existing support networks and is lonely or isolated, The Silver Line Friends service will be offered. For those callers with hearing difficulties or a preference for writing, a separate Silver Letters friendship service is offered. We also offer Silver Circles, which are group calls where people talk about special interests.

All referrals from the helpline are managed internally by our wellbeing team who are a specialist team of trained staff who contact each person and assess the best type of support that can be provided. This may be a weekly telephone call, letter contact, or even a weekly telephone conference call to discuss similar interests with a small group of people. There may even be an option to receive a number of the services outlined above (in combination with each other). For some people they may just prefer to receive a "keeping in touch call" from our team each week without the commitment of receiving a regular call from the same volunteer.

Our wellbeing team enables all potential Silver Line callers to be gently assessed by a trained member of staff with appropriate relevant experience. This enables a decision to be made as to whether the Silver Line caller can be referred to the friendship service straight away or if more specialist support is needed. We believe this enables us to offer the very best care to our callers as well as supporting volunteers and ensuring that we do not damage either callers or volunteers by matching people with complex or emotionally challenging needs. The volunteer managers are also an important part of the support element as they support volunteers who may notice a change in needs of the caller they are supporting and may want some extra advice and support. In addition the "keeping in touch" calls means that callers receive a weekly call whilst they are in process of being matched to a volunteer – this means that callers have a regular contact from us which is especially important during times where there may be high demand for our friendship service. Our callers will not be left without any contact during this time.

Once matched, The Silver Line Friends (volunteers) provide a booked weekly telephone or fortnightly letter befriending contact. Volunteers are interviewed and trained and work from their own home through a VCC (Virtual call centre) which means that all calls are recorded and the volunteer and older person do not have each other's contact details. Letters are sent between older people and volunteers via the office and a freepost address, thus ensuring we protect the contact details of both parties. Volunteer managers support the callers and volunteers and ensure everyone is happy with the pairing. A review takes place every 12 weeks (at a minimum).

We have approximately 3,000 fully trained and supported volunteers who are making weekly friendship calls or sending letters to older people. We have developed volunteering policies and procedures and a volunteer agreement, which is signed after training and interview.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Objectives and Activities for the Public Benefit (continued)

We have continued to enjoy considerable senior management pro-bono support, particularly in areas such as information systems. This has meant we have continued to keep salary costs to a minimum and have been able to ensure that a high percentage of all donations are directly used to run the helpline and befriending service. We would like to record our formal thanks to Maureen and Adrian Johnston who have continued to support us with their IT expertise. Maureen was recognised for her full time pro-bono support by BT when she was awarded the IT Volunteer of the Year award. Our achievement of bringing the helpline in-house would have resulted in considerable additional costs without their pro-bono support and expertise.

The trustees confirm that in accordance with Section 17 of the Charities Act 2011, they have referred to the charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning their future activities. We have described some of the tangible public benefits provided by the charity under "Indirect Impacts" on page 17.

Achievements and Performance

The company was registered as a charity on 18 May 2012. Following a year of successful pilots, the charity fully launched nationally in November 2013. The key milestones achieved (on a calendar year basis) since formation may be summarised as follows:

2012

- Summer - Department of Health start-up funding secured to appoint a Chief Executive Officer
- Nov - One year helpline pilot in North West, North East and Isle of Man using two contracted providers

2013

- Pilot extended to Jersey, Channel Islands
- Centre For Social Justice provided independent evaluation of the pilot and highlighted the need for the service
- Aug - evaluation enabled access to Big Lottery funding to plan a national launch
- Throughout the summer 150 volunteers were recruited for the planned friendship service
- 25 Nov – national launch of the helpline in Blackpool using contracted helpline service provider Fylde Coast Medical Service who had provided service during pilot following competitive tender
- On the first day, the helpline received 3,102 calls

2014

- Sport Relief show "Bob" film resulting in greatest response to a film to date for them
- 1,600 volunteers recruited and trained
- Xmas card grant from Royal Mail enabled cards to be sent to all older people in a matched friendship, many hadn't received a card in years
- 293,000 helpline calls received
- Partnership with Care Quality Commission agreed
- Weekly Wellbeing calls established

2015

- 397,133 helpline calls received
- Pilot with Prime GP and Tunstalls which helped to learn about working with clinical commissioning groups
- Anglia Ruskin University independent evaluation commissioned
- Silver Letters (pen friend service) launched
- Oct - Silver Connects six-month pilot launched
- Winner "Best New Charity 2015" Charity Times Award

2016

- 490,703 helpline calls received
- Silver Connects rolled out as full service following successful pilot
- All Silver Line Friend training moved from delivery by paid staff to volunteers
- Oct - helpline brought in-house at a new office in Blackpool, TUPE of 170 staff, resulted in huge cost saving
- 18 Dec - busiest day ever (apart from the day we launched) with 1,806 helpline calls

2017

- Apr - five new trustees join Board broadening available skillsets and scope of influence
 - Regional Volunteer hub introduction
 - National Council for Voluntary Organisation (NCVO) Mentoring and Befriending Approved Provider status achieved
 - Aug - 1.5 million helpline calls since launch threshold reached
 - To coincide with her 70th birthday, HRH Camilla Duchess of Cornwall announced as Royal Patron
 - Helpline Partnerships accreditation achieved
-

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Operational performance

Since the national launch in November 2013 we have received over 1,500,000 calls to the helpline, with 492,524 being received within this financial year. We are now receiving approximately 1,500 calls each day to the helpline. Whilst we are supporting a number of regular callers to our helpline, many of which have complex needs, we are also able to demonstrate that 85% of callers to the helpline each month are new to us which means the targeted approach to reaching new people who may be isolated and in most need is working.

Whilst any media activity generates most of our calls, the biggest area of referral now comes from other helplines where we are quite simply becoming the service that are there when others are closed and our "out of hours" element is becoming a crucial element of our USP. Increasingly we have found that the 24 hour service is becoming a unique selling point and we are able to demonstrate that we are needed when other services are closed. 68% of our calls are now received after 6pm or at weekends and we are finding that other services are now including our number on their answerphone messages "out of hours".

In terms of empowering people who may experience abuse and neglect, 5% of callers have been able to share details of either historic or current abuse. We have partnerships with the Care Quality Commission to reach vulnerable people receiving care in their own or residential homes and Action on Elder Abuse, both of whom have followed up on and taken appropriate action on all referrals.

We have recruited and trained 3,000 volunteer Silver Line Friends who make regular weekly calls or write letters each fortnight to older people, or "Silver Liners" as they have now asked to be called. This equates to 78,000 hours of listening which is valued at £561,600 (based on the minimum wage).

Helpline transition

The helpline transition project was a major undertaking for a still young charity and we are incredibly proud of what has been achieved in what was effectively only six months without recourse to external resource. This was in large part due to the considerable operational experience of Chief Executive Officer Sophie Andrews and the support of the senior management team. The necessary confidentiality of the transition plans until we had completed the negotiations with the third party contract provider and started the consultation process for TUPE with staff also made it difficult to go public with a fundraising appeal in a timely manner, rendering the support secured in a short period extremely pleasing. The use of an outsourced helpline provider initially gave us the opportunity to properly understand the extent of service need, along with the flexibility to test, change and fully embed the service whilst at the same time initially limiting financial risk. However with the trajectory of projected continued growth in demand by 2020, the potential VAT implication would be in excess of £2m, a funding requirement that was clearly unsupported.

Whilst many of the staff employed by the third party had been delivering the service from its inception, the ability to influence culture, practice, training and to develop new services was limited through this third party relationship. Since the transition we have been able to implement new team structures to support all staff more effectively and to introduce specialist training and recruitment, in turn both improving service delivery for callers whilst in parallel motivating and supporting staff in their roles. This in turn enables us to create a unified culture across both office sites and our regional volunteer managers.

Finally the transition facilitated the ability to obtain independent credentials. We are delighted to report that we have now achieved external accreditation both as an Approved Provider Standard for mentoring and befriending by the NCVO, as well as through the Helplines Partnership, formally endorsing the quality of the services we are providing.

Finance

In the last financial year we have grown our small finance team, due in part to the transfer of 170 staff and the need to run our own payroll, which was previously completed by our accountants Lewis Golden LLP. In the current financial year, we have also moved the management reporting to our own staff team (new Head of Finance, Finance Officer, Payroll Officer) as we are now of a sufficient size to warrant having our own team to be able to do this. We previously paid for this service from a third party. Bringing all the payroll and finance functions in-house has enabled us to demonstrate further savings plus allows us to analyse our income and expenditure more closely.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Fundraising performance

The very small team has worked hard to continue to diversify the depth and breadth of the funding base and to introduce a number of new funders to the charity particularly trusts and foundations, who were also a key source of funding for the helpline transition. Funding outside of Big Lottery and the ASDA Foundation increased to over £2m for the first time.

We were delighted to make significant progress in the corporate partnerships area as well, gaining access for the first time to the application process for major national partnerships, and passing well established national charities in the rounds of the competitive process. The decision to select the charity for a three-year strategic partnership by SAGA was a particular highlight, and with it has brought a broad variety of opportunities to engage with large numbers of customers, staff, and suppliers and to utilise a diverse range of communication channels to access both funds and to raise awareness, whilst also generating new volunteer Silver Line Friends. The award of funding thanks to players of the People's Postcode Lottery was a further huge milestone, and through its very nature allows an excellent national awareness raising opportunity with the general public.

Our most challenging growth area continues to be the recruitment of individual donors given the still relatively low awareness level of the charity coupled with the stark reality that support for older people is harder than often perceived more emotive causes such as children and cancer. Nonetheless the growth in regular giving support, a potential bedrock of unrestricted funding, has increased more rapidly than in any other year to date. We are continuing to invest in the fundraising team and believe that now we have a structure in place to start to see significant improvements in this area, offering more creative opportunities for individuals, through the introduction of a broader portfolio of challenge and special events, and to more effectively engage with our Silver Line Friend volunteer network.

At the end of 2016 we also took the decision to invest in a new donor care management system, allowing us the opportunity to steward supporters more effectively and to ensure that we continue to be optimally placed to deliver all activities in accordance with the new Fundraising Regulator and forthcoming General Data Protection Regulations.

Direct impacts

Evaluation and monitoring both independent and our own, have been and continue to be critical to our direction and growth. Our 2012 pilot helpline services were independently evaluated by the Centre for Social Justice and using both their recommendations and learning from service delivery, operational changes were made to our planned activity prior to national launch. In 2015 we commissioned Anglia Ruskin University to complete a second independent evaluation of our service, which is summarised below.

The context: the health and social care of an ageing population

Loneliness has been demonstrated to be higher among older people than among the population in general. One of the key factors predisposing people to loneliness, which is also more common among older people, is living alone and approximately half of all people in the UK aged 75 or more live on their own.

For many older people, living alone is the result of widowhood and the practical challenges of living alone are exacerbated by grief, bereavement and the sudden loss of an intimate relationship. The prevalence of widowhood increases with age, and in the oldest age group (85 and over), nearly half of men and four out of five women are widowed.

In recent years, research has established causal links between social isolation, loneliness and physical and mental health. Challenging loneliness and social isolation may lead to less demand on health and social services.

Understanding loneliness and social isolation

The terms loneliness and social isolation are often used interchangeably however, they refer to very different situations. Social isolation is a lack of social contact caused by an absence of relationships with family or friends and disengagement from the wider community. Loneliness, on the other hand, is a *feeling* of isolation, arising from dissatisfaction with the quantity or quality of one's existing relationships.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Understanding loneliness and social isolation (continued)

It is important to realise that loneliness is a complex and multi-faceted phenomenon. When people say that they 'feel lonely', it can mean quite different things to them, varying in frequency, intensity and duration. For some, it occurs for a brief period while they recreate a social network; for others it may last many years. Furthermore, the causes of loneliness can vary, as can the context in which it is experienced. The variety in the experience of loneliness and the complexity of its causes makes tackling it difficult: one solution may work far better than another, depending on the nature of the loneliness in question.

The evaluation

The Evaluation used a mixed-methods research approach, combining large-scale surveys with in-depth interviews and focus groups. The combination of qualitative and quantitative approaches provides more comprehensive evidence than using either approach alone. The data from the large-scale telephone survey was subjected to rigorous statistical analysis and the results are statistically significant.

The reach of the service

A higher number of women than men use The Silver Line. Around seven in ten callers to The Silver Line are women. The largest single age group among callers who are matched or receiving wellbeing calls is 80-89 year olds and, compared to the general population, the proportion of 70-79 year olds calling The Silver Line is notably large. People who contact The Silver Line are more than twice as likely to live alone as those of similar age and gender in the general population. Nine out of ten callers who are matched or receiving well-being calls report living alone, compared to less than half of people of the same age and gender in the wider population. 90% of helpline callers who participated in the survey live alone. Most Silver Line callers have little contact or no contact with friends and family each week. Among the helpline callers surveyed one fifth had no contact with friends or family in the week preceding the survey. People who are supported by volunteers or wellbeing services are markedly lonelier than their contemporaries.

Silver Line callers tend to be affected by a complex web of mutually reinforcing problems: loneliness, social isolation, disability, poor physical and mental health and low enjoyment of life. Not surprisingly, the Silver Line callers are therefore more likely to have low enjoyment of life than the comparable population.

The independent research by Anglia Ruskin University concluded that The Silver Line is successful in accessing the loneliest and most socially isolated people. The fact that The Silver Line is reaching people who face these problems puts it in a position to help people address them. Also, since the problems are inter-linked, impact on any one has the potential to have knock-on effects on the others.

Further evaluation

A printed evaluation form was sent on 7 April 2017 to **3,046 Silver Liners** involved in active matched friendships via their newsletter, requesting either return in an enclosed freepost envelope, or to call the helpline with their response.

A total of **986** were returned which represents **32%**. **32** of the 986 chose to call the helpline whilst the remaining **954** returned the completed form. The results are summarised below:

What support has The Silver Line given to you?

- *A brilliant Silver Line Befriender. You matched us perfectly. Her weekly phone call is always eagerly awaited.*
- *Emotional support, the feeling there's someone who will be happy to speak with me and will be understanding, caring and in touch when I feel lonely, when things are difficult.*
- *My telephone friend is important to me, as he phones on a Wednesday, and is the only contact I have with anyone in the week.*
- *Thanks for newsletter, Christmas card, hamper, phone calls, wellbeing calls and just being there for me. Silver Line has provided me with support to talk to someone as I live on my own and I am chronically lonely as I have agoraphobia and don't go out and don't see many people.*
- *It's always good to know there is someone to talk to 24 hours a day.*
- *It's a pleasure to receive my penfriend's regular letter. Since she is v. young compared with me, they keep me in touch with the younger generation since sadly I have no children or grandchildren.*

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Further evaluation (continued)

Common themes

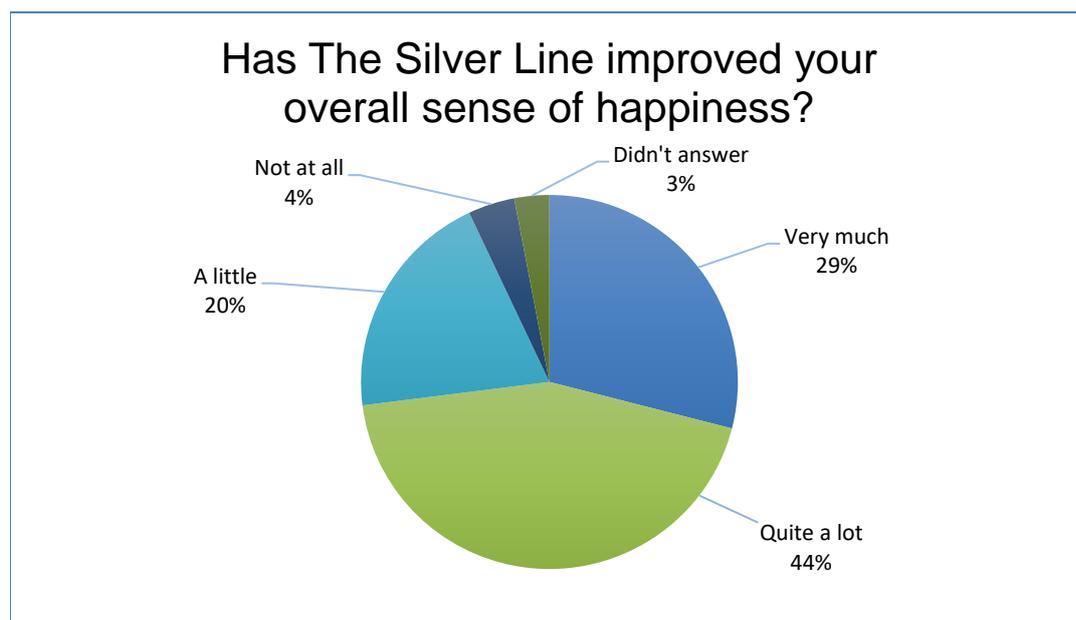
- Comfort and reassurance of someone to talk to at any time of the day or night.
- Ability to be able to talk about any subject without judgement, or fear of upsetting someone.
- Valued greatly by people who are completely alone.
- Contact with the outside world.
- Telephone Friends are mentioned repeatedly; calls they receive are truly valued.
- A feeling of friendship.
- A place to go to talk over problems.

What difference has using The Silver Line made to you?

- *It offers validation in circumstances where I would otherwise feel I only exist as a kind of clapped-out caring machine.*
- *After my wife died, I was very lonely. The weekly phone call was something to look forward to, leaving me feeling less alone.*
- *Silver Line has made a great difference to me. Somehow it's given me a confidence I never had before.*
- *It has given me something to look forward to every week.*
- *To know that there is someone who don't think I should just sit and wait for death. Life was bleak, negative and an absolute nightmare. Now I am rehoused, living in a nearby town. I am settled and happy and looking forward to the future. Because of you!*
- *Feel I have a wicket keeper.*

Common themes

- People do not feel so alone with their problems.
- The simplicity of having someone to turn to is a recurring theme.
- The ability to carry on after losing a partner.
- Giving hope.
- Something to look forward to.
- Taking away, or alleviating, feelings of isolation and loneliness.
- An increase in confidence and self-worth.

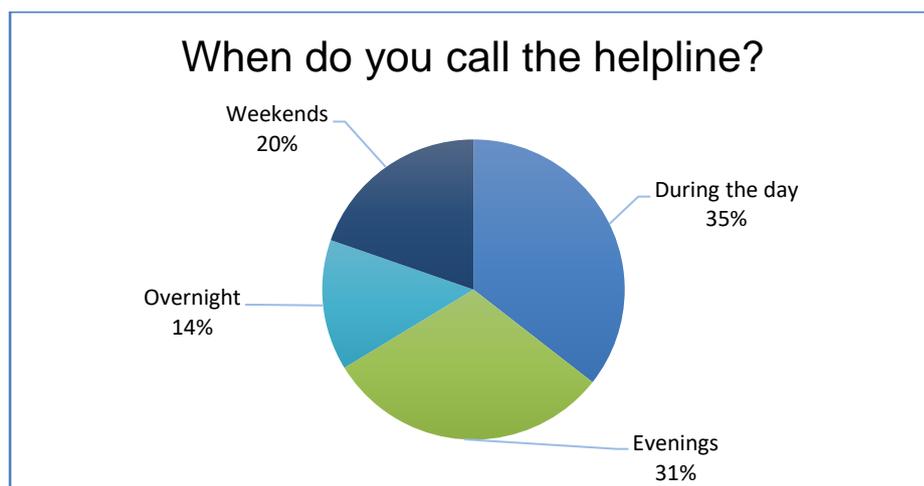
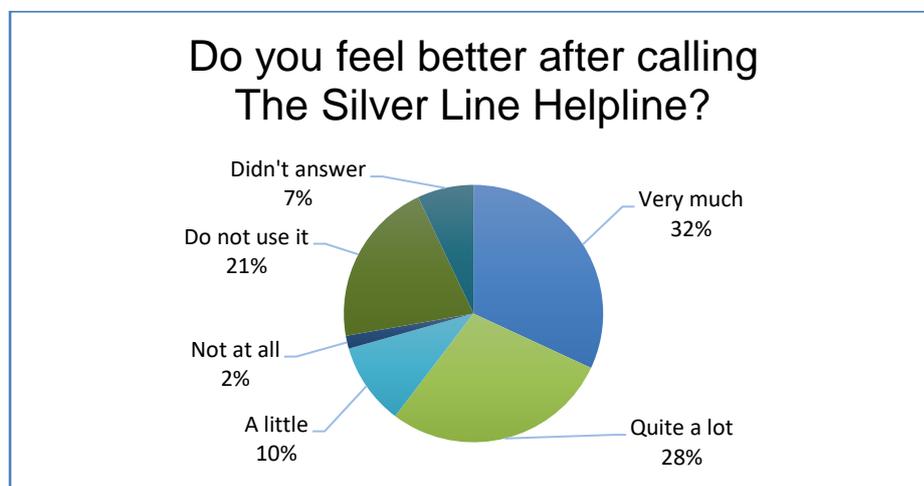


THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Further evaluation (continued)



Please tell us about your experience of using the helpline

- *It varies of course but mostly it reassures me that my voice still works and as I am blind, housebound, and in chronic pain as well as being a full-time carer, it gives me a sense of being a person and some interesting conversations about life outside.*
- *The person I talk to is always cheerful, friendly and helpful. People have even looked things up on the computer without me asking them to. I like the fact that they are allowed to talk about themselves, as I am interested in other people and don't always necessarily want to talk about myself.*
- *I have very interesting conversations as your staff can talk about so many subjects, which is what I like and have all different organisations telephone numbers at their fingertips.*
- *Once it was a case of someone to let off steam to. I was angry about something I had to have a person to explode to.*
- *Have insomnia and found the person on the other end comforting.*

Common themes

- Advisors are pleasant, good listeners and patient.
- Following call feel reassured.
- Can take time to get through – have to wait on hold.

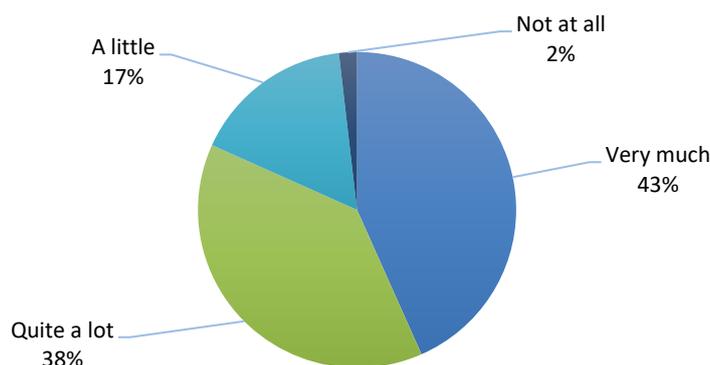
THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

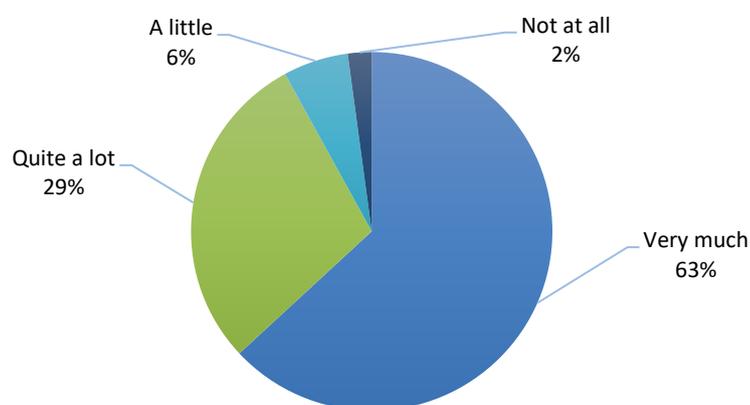
Achievements and Performance (continued)

Further evaluation (continued)

If you have received regular calls from The Silver Line, have they made a positive difference to you?



If you have a Silver Line telephone friend, how important is that friendship to you?



Comments

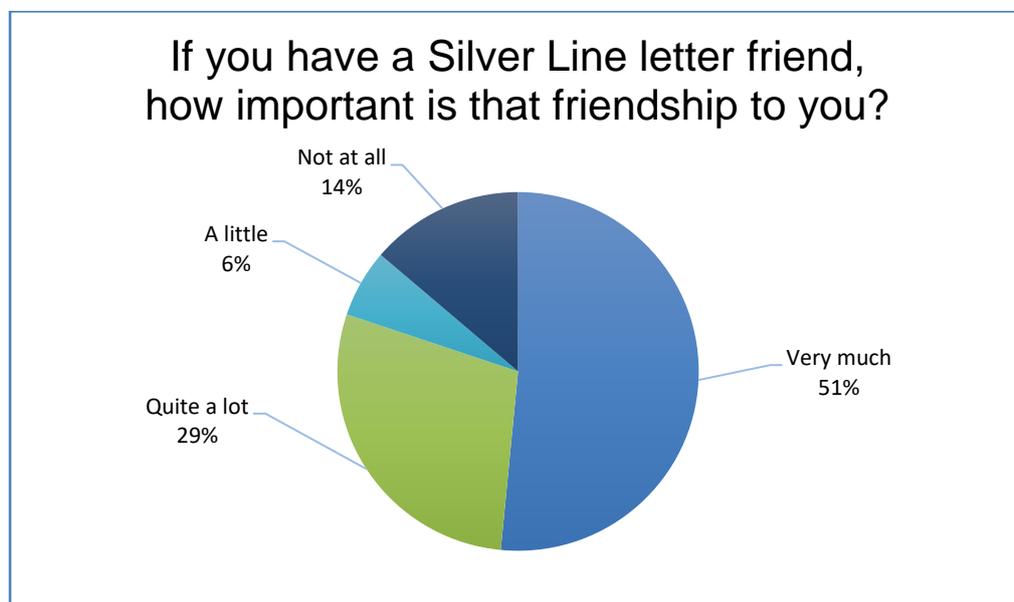
- *I look forward to my regular calls.*
- *I have the feeling of inclusion within the family and REAL affection.*
- *She is my rock.*
- *She is very concerning, very nice. She is understanding. 10 out of 10.*
- *Helps me so much to feel I exist to someone.*

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Further evaluation (continued)



Comments

- *Nice to get a letter sometimes but not often enough.*
- *I wish the letters were more often.*
- *Fairly new set up for me. Think it will get more important. It was a good match; she's delightful.*
- *My friend and I exchange all our news including the aches and pains, ouch! And I enjoy hearing from her.*

Common themes

- Would like to exchange letters more frequently.

If you are a member of a Silver Circle, how important is that friendship to you?

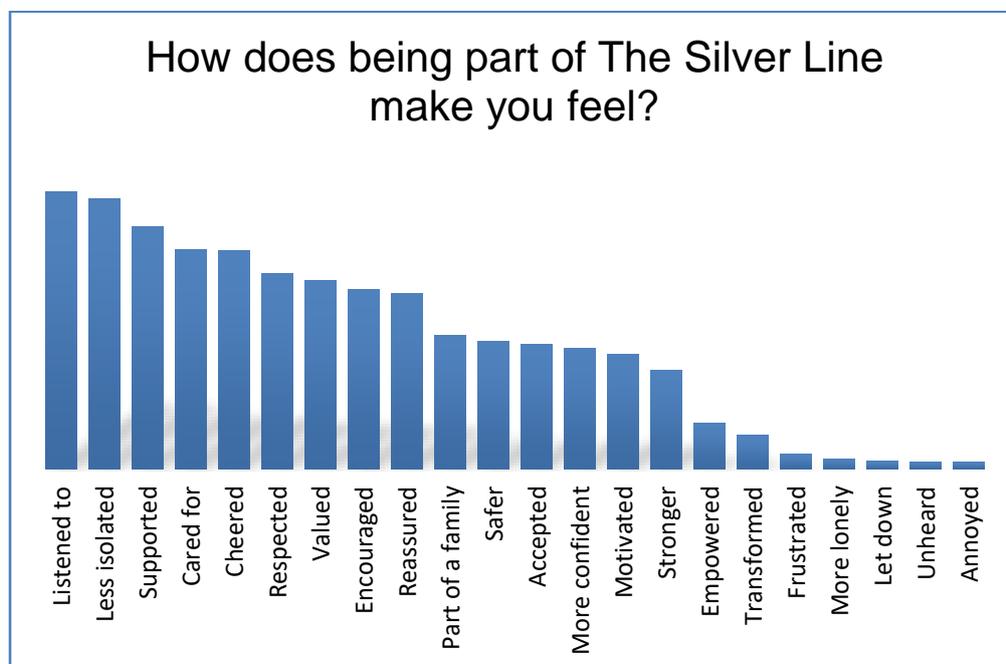
- The majority of people who returned their form misunderstood this question and so the data is unreliable.
- What it has shown is that many people do not know what a Silver Circle is, so we need to do more to advertise this service. Many people wanted to know what one was, or said that they like the idea of being a member.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Further evaluation (continued)



Comments

- *It's truly a silver lining.*
- *I think it's a wonderful service to all of us on our own.*
- *Know that I have not lost my voice.*
- *Being part of The Silver Line has completely transformed my life. And to get a Christmas card and hamper last Christmas too.*
- *Silver Line friends give of their time freely, that in itself makes me feel worthwhile.*
- *Less bereft of human understanding. That I have something in my 'coping tool kit' - knowing it's there is as important as using it.*
- *Peaceful, knowing I am not always alone.*
- *Believed. Not judged.*
- *Grateful!*
- *I feel there is someone who cares about me.*

THE SILVER LINE HELPLINE

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Further evaluation (continued)

Is there anything we could do to improve our service?

- *You're doing a wonderful job, I just wish I was able to offer to do the same for other people.*
- *I honestly can't think of anything. I am just so happy I 'found' you.*
- *Can be perfection be improved?*
- *No the service is first class.*
- *Dad and I feel you've got it right - please keep doing just that! Thank you. ps. Dad loves the Xmas goody hamper too!*
- *It is wonderful and I cannot think of any way that would make it more important to me.*
- *Sorry, I can't think of a thing. Well done Esther, and all!*

Is there anything else you would like to tell us about your Silver Line experience?

- *Having a buddy, also because this buddy comes from India, and myself being an Indian, have a lot in common. Always look forward to this phone call. She phones me once a week, she makes me laugh and I feel good after her call.*
- *My Silver Line caller seems to genuinely care about how I am. He seems to like hearing my news as much as I enjoy his.*
- *It is wonderful to talk to someone who has the same interests as myself. There is nobody, in the complex I live in, that is the slightest bit interested in what I would like to talk about. Hence, I feel very isolated. At least I know now, that somebody else understands.*
- *It is so good that it is open bank holiday, Xmas etc. when older people are v lonely. I have a lovely son but only see him once a month. I get v lonely but I am much better now.*
- *Having a Silver Line Friend has quite literally transformed my life. I am able to go out more now - and enjoy it. (Then enjoy sharing with my friend!)*
- *Positive experience. At least I know, if I die alone, it won't take a year for my remains to be discovered...*

Indirect Impacts

There are many potential indirect impacts of our service and analysis of our data will become invaluable to a wide range of stakeholders including local authorities, government, social services and the care sector. Anticipated indirect impacts include:

- Healthcare savings due to happier, healthier older people spending less time in hospital or doctors' surgeries;
- Less stress for families and carers of older people;
- Benefits to volunteers – including personal and professional development;
- Improvement in the care provided to older people (i.e. poor levels of care will not go unnoticed so in theory care provision should be improved);
- Better understanding of the needs of older people amongst the general public and therefore a general increase in intergenerational interaction; and
- Supporting other agencies (through signposting) by effectively providing outreach help for other age related organisations.

There is increasing policy recognition that the alleviation of social isolation and loneliness in older people should be prioritised. Recently, technology, such as telephone networks and the internet, has received attention in supporting isolated and lonely older people. Telephone befriending has been considered an effective low-level method to decrease loneliness among older people. Several studies have evaluated the impact of befriending schemes for isolated and/or lonely older people and assessing impact on older people's health and well-being.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Achievements and Performance (continued)

Further evaluation (continued)

Findings have demonstrated that such interventions have helped older people to gain confidence, re-engage with the community and become socially active again. Increased understanding has been provided regarding why older people value the service, what impact it has made on their health and well-being and what they wanted from the service. In addition older people have reported: life is worth living, a sense of belonging, felt positive knowing they had a friend, a healthy mind is a healthy body, the alleviation of loneliness and anxiety, increased self-confidence, ordinary conversation, a trusted and reliable service, helped with future plans – giving something back.

In a poll conducted to mark our national launch on 25 November 2013, 9 out of 10 older people told researchers that “a chat on the phone” is the most helpful solution when they feel lonely but 1 in 4 older people say they never or seldom have someone to chat to on the phone. Befriending schemes provide low-cost means for socially isolated older people to become more confident and independent and develop a sense of self-respect potentially leading to increased participation and meaningful relationships. (The use of telephone befriending in low level support for socially isolated older people – an evaluation, Cattan, M; Bagnall, A; Kime, N (2010)).

Financial Review

Income was £5,126,370. Expenditure was £4,686,125. This resulted in a net figure of £440,245.

The charity's activities resulted in net restricted income of £494,786. At the year end, the charity held £797,257 in cash at bank and in hand, out of which £252,087 was payable to creditors.

The charity prepares a rolling one year income and expenditure forecast, which is regularly reviewed and compared against management accounts which are prepared monthly. They are also presented at each meeting of the Finance and Governance Committee and Board of Trustees. We have also developed a sustainability plan which covers the period of 2015-2020.

The Finance and Governance Committee and Board of Trustees reviewed the operational, strategic and project risks (associated with bringing the helpline in-house). The main risks at present relate to:

- Sustainability and ensuring that the charity has raised sufficient funds to be independent of Big Lottery funding; and
- Ensuring that the appropriate management structure is in place so that there is reduced reliance on a small number of key individuals.

Aside from the £10m Big Lottery grant and the £1.5m Asda Foundation grant, we have received £2,251,345 from both individuals and organisations (including donations in kind) since incorporation.

The charity has a 3 year lease over an office in London for the use of its head office staff. The charity moved to these offices in May 2017. The charity also has a 5 year lease over an office in Blackpool where the helpline is based. These were occupied from October 2016 when the TUPE transfer of the helpline staff took place.

The charity's financial position at the balance sheet date is sufficient to meet on-going expenditure and commitments. However the charity is reliant on future grants, donations or other new sustainable income streams in order to be able to operate in the future.

Charitable expenditure over the last financial year equates to 91.7p in each £ spent. We are a small team and have low overheads in terms of governance and support costs. We recognise that investment in fundraising is an important priority in the new financial year.

At 31 March 2017, the charity's reserves consisted of its unrestricted funds, which had a balance of £61,708 (including designated funds relating to fixed assets amounting to £52,422) and restricted funds, which had a balance of £617,328.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Financial Review (continued)

The charity's policy on reserves is to hold an amount of unrestricted cash equivalent to three months' operating expenditure. However, the fact that the charity is still relatively newly established, together with its high ratio of fixed to variable costs, means that the charity may hold lower amounts of cash, depending on the timing of income receipts. At 31 March 2017, the charity held cash equivalent to just over 2 months operating expenditure. In mitigation of this risk, the charity prepares regular forward cashflow forecasts covering the next twelve months' committed expenditure and likely income. These forecasts are prepared by the charity and reviewed by the Treasurer and Finance and Governance Committee at least monthly and enable the trustees to plan for the actions which would be necessary in the event that the charity is forecasting insufficient cashflows to cover its committed expenditure. The Finance and Governance Committee are now in the process of adopting a Treasury Management Policy.

The nature and purpose of the restricted funds are described in note 12 to the financial statements. It is a medium term aim of the trustees to increase the level of reserves to be able to keep a balance of between four to six months expenditure. The trustees will continue to review the level of reserves of the charity.

No material investments are held at this time but the trustees will consider an appropriate investment policy in the future as further funds are raised.

The trustees did not hold any funds as Custodian Trustee during the year.

Plans for future periods

Our greatest challenge continues to be funding. The volume of calls and huge demand for friendship services has grown exponentially and we have needed to ensure that any promotion of the service has been measured so that we can meet the demand.

The scale of the problem will increase going forward:

- It is forecast that there will be 5½ million more elderly people in 20 years' time and the number will have nearly doubled to around 19 million by 2050.
- The number of very old people grows even faster. There are currently 3 million people aged more than 80 years and this is projected to almost double by 2030 and reach 8 million by 2050.
- By 2050 one in-four people in the UK will be 80 or over.

Source – House of Commons Library Research – Key Issues for New Parliament 2010 – The Ageing Population, R Cracknell

Through our research and evaluations, we have clearly demonstrated the unmet need and demand for our core services, establishing a financially sustainable organization with a significantly broader, diverse and sustainable funding base which is critical for our continuation and growth. Our funding base needs to comprise income derived from statutory, partnership, voluntary and trading and enterprise sources.

Strategic Priorities

Ensure the charity is sustainable

- Develop a volunteer hub model to reduce ongoing helpline costs and ensure we have the ability to grow to our anticipated call volumes;
- Provide services for others through our in-house helpline function (out of hours service for other helplines) as a source of income;
- Develop outbound wellbeing service (on a paid for basis); and
- Review head office function.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Plans for future periods (continued)

Strategic Priorities (continued)

Agree priorities around consolidation now we are in year four of national operation by:

- Improving our ability to learn about what works;
- Reviewing the senior staff structure;
- Increasing our public profile; and
- Completing further independent evaluation.

Develop fundraising strategy and a sustainability plan that will ensure we achieve a 50% increase in income over the next five years by:

- Developing a trading strategy for the company's subsidiary;
- Formulating an international development and membership organisation model;
- Developing a funding model for provision of enhanced services; and
- Further developing our five year fundraising and sustainability plan.

Leadership

The senior management team is drawn from diverse backgrounds within the private and public sectors. Collectively they share extensive experience of developing services and social care for older people, managing helplines, IT and media relationships and generating and sustaining fundraising income from multiple sources both traditional and innovative, as well as improving cost efficiencies. Our business plans have all been informed and developed using the rich experience that we have on this senior team and our trustee board – drawing particularly on our Chief Executive Officer's experience as former National Chair of Samaritans, along with the ChildLine experience of our President and Founder.

Governance

The governance of the charity is vital to its sustainability and as with the senior team, the Board of Trustees share a vast breadth of knowledge and experience which is a huge asset to the organisation. The track record and profile of the President and Founder Dame Esther Rantzen DBE gives the charity a critical advantage in door-opening, although with it often comes the erroneous assumption that funding is therefore easily secured.

To ensure our continued high engagement and development of our strategic vision, a review of our current Board is taking place. This also encompasses a cultivation plan for new membership and thus the further expansion of breadth of skill sets and diversity to meet our future growth plans. The charity is also embarking on the process to select a new Chair of Trustees who will take over in early 2018.

Organisation sustainability clearly will be contingent upon an appropriate resource infrastructure to underpin strategic plans and to support the trajectory of service demand. In only the fourth year of national operation, this requires careful balancing between investment for growth and available funds.

Successful resourcing of the organisation to date has been largely built on flexibility to respond quickly to service need and support infrastructure. Development of personnel and organisation culture are essential to successfully transitioning to long-term sustainability. The charity has enjoyed excellent retention and a laudable level of commitment from staff to date, but formalising opportunities for learning, development and support at all levels is essential for the planned growth. Ensuring that The Silver Line is a good place to work will allow us to develop good staff and volunteer motivation and retention, provide robust foundations and attract the best available personnel in future, all of which will contribute to the avoidance of time spent on repetitious recruitment.

Having successfully recruited and developed a national volunteer base of over 3,000 people to participate in the Silver Line Friends service, we will further expand use of volunteers through their integration into other services and volunteer hubs. This will form a critical part of future service growth and sustainability and will allow us to grow in size as we meet an increasing demand for our service, at the same time as reducing costs.

THE SILVER LINE HELPLINE

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

Statement of Trustees' Responsibilities

The trustees, who are also directors of The Silver Line Helpline for the purposes of company law, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law. 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these 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 judgments and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom 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 to operate.

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.

In so far as the trustees are aware:

- there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken as Trustees to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

By order of the trustees



Piers Ricketts
Trustee (Treasurer)

Date: 18 October 2017

THE SILVER LINE HELPLINE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE SILVER LINE HELPLINE

We have audited the financial statements of The Silver Line Helpline for the year ended 31 March 2017 comprising the Statement of Financial Activities (including the Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and related notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with 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 (APB'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 Annual 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 charitable company's affairs as at 31 March 2017 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters prescribed by the Companies Act 2006

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

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

THE SILVER LINE HELPLINE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE SILVER LINE HELPLINE (Continued)

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Directors' Report.



Andrew Moss FCA (Senior Statutory Auditor)
For and on behalf of Lewis Golden LLP
Chartered Accountants and Statutory Auditors
40 Queen Anne Street
London W1G 9EL

Date: 18 October 2017

THE SILVER LINE HELPLINE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING THE INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2017

	Notes	Restricted Funds 31.03.17 £	Unrestricted Funds 31.03.17 £	Total Funds 31.03.17 £	Total Funds 31.03.16 £
Income					
Income from donations and legacies	2	3,325,215	1,801,130	5,126,345	4,344,868
Investment income		-	25	25	23
Total income		3,325,215	1,801,155	5,126,370	4,344,891
Expenditure					
Expenditure on raising funds	4	30,760	359,261	390,021	328,023
Expenditure on charitable activities	5	2,799,669	1,496,435	4,296,104	4,521,647
Total expenditure		2,830,429	1,855,696	4,686,125	4,849,670
Net income/(expenditure) and net movement in funds		494,786	(54,541)	440,245	(504,779)
Transfer between funds		(66,385)	66,385	-	-
Fund balances brought forward		188,927	49,864	238,791	743,570
Fund balances carried forward		617,328	61,708	679,036	238,791

All activities relate to continuing operations.

The Statement of Financial Activities includes all gains and losses recognised in the year.

THE SILVER LINE HELPLINE

BALANCE SHEET AS AT 31 MARCH 2017

	Notes	31.03.17 £	31.03.17 £	31.03.16 £	31.03.16 £
Fixed assets					
Tangible assets	7		52,422		2,157
Investments	8		1		1
			<u>52,423</u>		<u>2,158</u>
Current assets					
Debtors	9	81,443		102,882	
Cash at bank and in hand		797,257		567,144	
		<u>878,700</u>		<u>670,026</u>	
Creditors: amounts falling due within one year	10	<u>(252,087)</u>		<u>(433,393)</u>	
Net current assets			<u>626,613</u>		<u>236,633</u>
Total assets less current liabilities			<u>679,036</u>		<u>238,791</u>
Represented by:					
Unrestricted funds	11		61,708		49,864
Restricted funds	12		617,328		188,927
Total funds			<u>679,036</u>		<u>238,791</u>

These financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Board on 18 October 2017 and signed on their behalf by:



Piers Ricketts
Trustee (Treasurer)



Professor Patrick Geoghegan OBE
Trustee (Chair)

(Company Registration Number 08000807)
(Charity Registration Number 1147330 – England and Wales)
(Charity Registration Number SC044467 – Scotland)

THE SILVER LINE HELPLINE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2017

	31.03.17	31.03.16
	£	£
Cash flows from operating activities:		
Net income/(expenditure) for the year as per the Statement of Financial Activities	440,245	(504,779)
Depreciation charges	17,115	4,815
Interest from investments	(25)	(23)
Purchase of fixtures, fittings and equipment	(67,380)	-
Decrease in debtors	21,439	1,197
(Decrease)/increase in creditors	(181,306)	26,060
	<hr/>	<hr/>
Net cash provided by/(used in) operating activities	230,088	(472,730)
Cash flows from investing activities:		
Interest from investments	25	23
	<hr/>	<hr/>
Increase/(decrease) in cash and cash equivalents for the year	230,113	(472,707)
Cash and cash equivalents at the beginning of the year	567,144	1,039,851
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	797,257	567,144
	<hr/> <hr/>	<hr/> <hr/>

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1 Accounting policies

1.1 General information

The Silver Line Helpline is a charitable company limited by guarantee, registered in Scotland, England & Wales. Please refer to page 1 for details of the charity's registered and head office address. The principal activity of the charity is detailed in the Directors' Report.

1.2 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) (effective 1 January 2015) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are recognised at historical cost in line with accounting guidance.

The financial statements are presented in sterling (£).

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1.3 Exemption from preparing consolidated financial statements

The financial statements present information about the charity as an individual undertaking and not about its group. The subsidiary undertaking is immaterial and therefore the charity has taken advantage of the exemption provided by section 405 of the Companies Act 2006 not to prepare consolidated financial statements.

1.4 Preparation of financial statements on a going concern basis

The trustees are of the view that the immediate future of the charity for twelve months from the date of approval of these financial statements is secure on the basis of confirmation of continuing income streams and fundraising activity to generate additional income streams. Accordingly, the financial statements have been prepared on the going concern basis.

1.5 Incoming resources

(i) Donations

Donations and grants are recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

(ii) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of The Silver Line Friends is not recognised. Please refer to the Directors' Report for more information about the contribution from The Silver Line Friends.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

1 Accounting policies (continued)

1.5 Incoming resources (continued)

(iii) *Legacies*

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

(iv) *Deferred income*

Income received in advance of a specified service is deferred until the criteria for income recognition are met.

(v) *Income tax credits recoverable on donations*

Tax credits are recognised when receivable.

(vi) *Interest receivable*

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1.6 Expenditure and VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

(i) *Expenditure on raising funds*

This comprises all costs incurred by the charity relating to the raising of funds to finance its charitable objectives and their associated support costs. An allocation of wages and salaries is included based on an estimate of staff time spent on these activities.

(ii) *Expenditure on charitable activities*

This comprises all costs associated with providing and marketing the charity's main charitable activities: the helpline, The Silver Line Friends, caller care and wellbeing, outreach programmes and their associated support costs. An allocation of wages and salaries is included based on an estimate of staff time spent.

The charity is a registered charity and is generally exempt from income tax and capital gains tax but is not able to recover VAT. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.7 Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the delivery of the charitable activities. These costs have been allocated between expenditure on raising funds and expenditure on charitable activities, and the bases of these allocations are set out in note 6.

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

1 Accounting policies (continued)

1.8 Fund accounting

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designed for any other purpose.

Restricted funds are subject to specific conditions by donors as to how they may be used and are, therefore, restricted funds. The purpose and uses of the restricted funds are set out in note 12 to the financial statements.

All transfers between funds are authorised by the trustees.

1.9 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

Fixtures, fittings and equipment – 33% straight line

All expenses of a capital nature below £500 are not capitalised and are included as an expense in the Statement of Financial Activities. Tangible fixed assets are subject to an annual impairment review.

1.10 Investments

Fixed asset investments are stated at historical cost less accumulated impairment.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due.

1.12 Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

1.13 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments and are initially recognised at transaction value and subsequently measured at their settlement value.

1.15 Pensions

The charity pays contributions to privately administered pension plans for certain employees. The charity also contributes to a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid, the charity, as the employer, has no further payment obligations.

The charity's contributions are charged to the Statement of Financial Activities in the year to which they relate and are included in staff costs. Amounts not paid are shown in accruals as a liability in the Balance Sheet.

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

2 Income from donations and legacies

Restricted funds	31.03.17	31.03.16
	£	£
Donations	60,215	175,981
Grants	3,265,000	2,932,623
Legacies	-	-
	<u>3,325,215</u>	<u>3,108,604</u>
Unrestricted funds	£	£
Donations	686,694	668,217
Grants	830,000	-
Donations in kind (note 3)	284,436	568,047
Legacies	-	-
	<u>1,801,130</u>	<u>1,236,264</u>
Total funds	£	£
Donations	746,909	844,198
Grants	4,095,000	2,932,623
Donations in kind (note 3)	284,436	568,047
Legacies	-	-
	<u>5,126,345</u>	<u>4,344,868</u>

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Directors' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the financial statements.

3 Donations in kind

	Unrestricted Funds 31.03.17	Unrestricted Funds 31.03.16
	£	£
Audit, accountancy and governance	13,981	7,236
Office space	-	5,000
Contract management advice and support	1,200	12,365
BT call costs	58,594	75,000
Director of Policy and Communications	-	37,000
Director of Information Strategy	55,000	55,000
Fundraising	-	16,761
Promotional costs	80,094	179,685
Communication / marketing	41,976	180,000
IT services	13,748	-
Office furniture / equipment	19,843	-
	<u>284,436</u>	<u>568,047</u>

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

4	Expenditure on raising funds		
	Restricted funds	31.03.17	31.03.16
		£	£
	Fundraising	30,342	31,120
	Support and governance costs (note 6)	418	1,029
		<u>30,760</u>	<u>32,149</u>
	Unrestricted funds	£	£
	Fundraising	330,512	250,960
	Support and governance costs (note 6)	28,749	44,914
		<u>359,261</u>	<u>295,874</u>
	Total funds	£	£
	Fundraising	360,854	282,080
	Support and governance costs (note 6)	29,167	45,943
		<u>390,021</u>	<u>328,023</u>

Of the £330,512 (2016: £250,960) unrestricted expenses in respect of fundraising expenditure, £67,532 (2016: £16,761) has been donated and accounted for as a donation in kind (note 3). Total staff costs of £222,968 (2016: £203,997) have been allocated to fundraising expenditure based on an agreed apportionment of staff time.

5	Expenditure on charitable activities		
	Restricted funds	31.03.17	31.03.16
		£	£
	Helpline costs	2,100,443	2,439,055
	Helpline transition	173,929	-
	Caller care and wellbeing	42,293	73,195
	Silver Line Circles/Friends	377,303	467,933
	Marketing and communications	16,201	61,098
	Other charitable activities	56,570	18,596
	Support and governance costs (note 6)	32,930	6,380
		<u>2,799,669</u>	<u>3,066,257</u>
	Unrestricted funds	£	£
	Helpline costs	590,820	376,393
	Helpline transition	47,433	-
	Caller care and wellbeing	107,441	70,377
	Silver Line Circles/Friends	234,976	261,001
	Marketing and communications	137,225	440,362
	Other charitable activities	103,109	40,952
	Support and governance costs (note 6)	275,431	266,305
		<u>1,496,435</u>	<u>1,455,390</u>
	Total funds	£	£
	Helpline costs	2,691,263	2,815,448
	Helpline transition	221,362	-
	Caller care and wellbeing	149,734	143,572
	Silver Line Circles/Friends	612,279	728,934
	Marketing and communications	153,426	501,460
	Other charitable activities	159,679	59,548
	Support and governance costs (note 6)	308,361	272,685
		<u>4,296,104</u>	<u>4,521,647</u>

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

5 Expenditure on charitable activities (continued)

Of the £1,221,004 (2016: £1,189,085) unrestricted expenses in respect of charitable activities (excluding support and governance costs), £202,923 (2016: £512,435) has been donated and accounted for as a donation in kind (note 3). Total staff costs of £1,833,376 (2016: £737,214) have been allocated to charitable activities (excluding support and governance costs) based on an agreed apportionment of staff time.

The charity was kindly funded for the helpline transition to new offices costs by Garfield Weston, Bernard Sunley Charitable Fund, The Clothworkers' Foundation, Alborada Trust, The Haberdashers' Benevolent Fund and The February Foundation.

6 Support and governance costs

	Restricted Funds 31.03.17 £	Unrestricted Funds 31.03.17 £	Total Funds 31.03.17 £	Total Funds 31.03.16 £
IT and web ¹	27,621	8,164	35,785	17,620
Legal and professional charges ²	-	40,980	40,980	46,724
Volunteer expenses ³	-	1,479	1,479	20,262
Office costs ⁴	4	66,504	66,508	87,211
Finance costs ³	3,084	8,847	11,931	25,608
Other support costs ⁴	2,639	38,766	41,405	1,813
Total support costs	33,348	164,740	198,088	199,238
Governance staff costs ⁴	-	75,510	75,510	59,875
Trustee costs ²	-	635	635	1,336
Audit ²	-	30,816	30,816	28,584
Statutory accounts and annual returns ²	-	8,308	8,308	12,936
Professional fees ²	-	24,053	24,053	16,659
Other governance costs	-	118	118	-
Total governance costs	-	139,440	139,440	119,390
Total support and governance costs	33,348	304,180	337,528	318,628
Expenditure on raising funds	418	28,749	29,167	45,943
Expenditure on charitable activities	32,930	275,431	308,361	272,685
Total support and governance costs	33,348	304,180	337,528	318,628

Support and governance costs have been apportioned on the following basis:

- 1 Charitable activities
- 2 Expenditure
- 3 Staff numbers
- 4 Staff salaries

Of the £304,180 of unrestricted expenses in respect of support and governance costs, £13,981 (2016: £38,851) donated and accounted for as a donation in kind (note 3). This consists of £nil (2016: £5,000) for rent, £5,136 (2016: £4,764) for audit fees and £8,845 (2016: £28,587) for professional fees. The unrestricted expenses also include a charge for rent amounting to £77,720 (2016: £22,500).

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

7	Tangible fixed assets	Fixtures, fittings and equipment £
	Cost	
	As at 1 April 2016	14,444
	Additions	67,380
	As at 31 March 2017	<u>81,824</u>
	Depreciation	
	As at 1 April 2016	12,287
	Charge for the year	17,115
	As at 31 March 2017	<u>29,402</u>
	Net book value	
	As at 31 March 2017	<u>52,422</u>
	As at 31 March 2016	<u>2,157</u>

The additions for the year of £67,380 were part of the costs of the helpline transition to new offices.

8	Investments	Equity investment in group undertakings £
	Cost and net book value	
	As at 1 April 2016 and 31 March 2017	<u>1</u>

The charitable company holds 100% of the ordinary share capital in The Silver Line Helpline Enterprises Limited, a company registered in England and Wales.

At 31 March 2017, The Silver Line Helpline Enterprises Limited had aggregate share capital and reserves amounting to a deficit of £3,719 and a loss for the year then ended amounting to £3,720.

9	Debtors	31.03.17 £	31.03.16 £
	Other debtors	33,372	21,491
	Amounts owed from subsidiary undertaking	8,012	-
	Prepayments and accrued income	<u>40,059</u>	<u>81,391</u>
		<u>81,443</u>	<u>102,882</u>

Financial assets that are debt instruments measured at amortised cost comprise other debtors and accrued income and amounted to £53,877 (2016: £20,030).

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

10 Creditors: amounts falling due within one year

	31.03.17	31.03.16
	£	£
Trade creditors	84,754	243,750
Amounts owed to subsidiary undertaking	-	1,501
Payroll taxes	50,795	31,248
Other creditors	5,476	2,536
Accruals and deferred income	111,062	154,358
	<u>252,087</u>	<u>433,393</u>

Financial liabilities measured at amortised cost comprise trade creditors, other creditors and accruals and amounted to £109,996 (2016: £335,646).

11 Unrestricted funds

	As at			Fund	As at
	31.03.16	Income	Expenditure	transfers	31.03.17
	£	£	£	£	£
Unrestricted funds	49,864	1,801,155	(1,840,738)	(995)	9,286
Designated funds	-	-	(14,958)	67,380	52,422
	<u>49,864</u>	<u>1,801,155</u>	<u>(1,855,696)</u>	<u>66,385</u>	<u>61,708</u>

The charity received restricted funding to enable it to purchase fixed assets required to bring the helpline in-house. Once the fixed assets had been purchased, the restriction was satisfied. Accordingly the cost of the assets, less the depreciation charged during the year, has been transferred to a designated fund.

12 Restricted funds

	As at			Fund	As at
	31.03.16	Income	Expenditure	transfers	31.03.17
	£	£	£	£	£
Big Lottery	44,040	2,500,000	(2,049,838)	-	494,202
Asda Foundation	19,521	375,000	(293,600)	-	100,921
HC-One	39,204	100,000	(139,204)	-	-
Other restricted funds	86,162	350,215	(347,787)	(66,385)	22,205
	<u>188,927</u>	<u>3,325,215</u>	<u>(2,830,429)</u>	<u>(66,385)</u>	<u>617,328</u>

- The Big Lottery funding was awarded to cover the operation and development of the Silver Line helpline.
- The Asda Foundation grant was awarded to support the night time and weekend helpline and Silver Letters.
- The HC-One Foundation grant was awarded to support the appeal for the night time and weekend helpline.

Please see note 11 for details of the fund transfers.

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

12 Restricted funds (continued)

Restricted Funds by Activity

	As at 31.03.16 £	Income £	Expenditure £	Fund transfers £	As at 31.03.17 £
Friendship services	-	3,215	(3,215)	-	-
Helpline at Christmas	-	5,000	(5,000)	-	-
Helpline services	102,765	3,075,000	(2,582,641)	-	595,124
Helpline transition	-	232,000	(161,331)	(66,385)	4,284
Intranet	40,000	-	(22,080)	-	17,920
Northern Ireland	9,635	10,000	(19,635)	-	-
Scotland	12,296	-	(12,296)	-	-
Silver Circles	24,231	-	(24,231)	-	-
	<u>188,927</u>	<u>3,325,215</u>	<u>(2,830,429)</u>	<u>(66,385)</u>	<u>617,328</u>

13 Trustee remuneration, trustees' benefits and staff costs

The trustees were not paid and received no other benefits from employment with the charity during the year (2016: £nil). During the year, travel expenses amounting to £339 (2016: £153) were reimbursed to one trustee (2016: two). No trustees received payment for professional or other services supplied to the charity (2016: £nil).

The key management personnel of the charity comprise the Chief Executive Officer, the Director of Operations, the Director of Fundraising, the Director of Information Strategy and the Director of Business Development. The employee benefits of key management personnel total £313,035 (2016: £301,077). Of the total employee benefits, £55,000 (2016: £55,000) has been donated.

14 Staff costs

	Total 31.03.17 £	Total 31.03.16 £
Wages and salaries	1,999,562	905,310
Social Security costs	158,925	86,803
Pension contributions	13,549	4,100
	<u>2,172,036</u>	<u>996,213</u>

Average number of employees during the year:

	2017 Number	2016 Number
Costs of generating voluntary income	5	4
Charitable activities	112	22
Administration	7	2
	<u>124</u>	<u>28</u>

During the current year, one employee received emoluments of between £90,000 and £100,000 (2016: one employee between £80,000 and £90,000). Staff costs have been allocated to the appropriate expense category in accordance with an appropriate allocation of staff time spent in relation to activities undertaken.

During the year, the average number of staff employed on charitable activities has increased from 22 staff to an average of 112 staff. This increase relates to the transfer of the previously outsourced helpline to an in-house service, and the subsequent TUPE transfer of 170 staff to the charity in October 2016. At 31 March 2017, there were 218 employees.

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

15 Auditor's fees	Total 31.03.17 £	Total 31.03.16 £
Audit fee	30,816	28,584
Other fees included within professional fees	53,261	32,082
	<u>84,077</u>	<u>60,666</u>

Of the total fees charged, £13,981 (2016: £6,936) has been donated and accounted for as a donation in kind (see note 3).

16 Liability of members

The charity does not have share capital and is limited by guarantee. In the event of the charity being wound up the maximum each member is liable to contribute is £10.

As at 31 March 2017, there were 8 members (2016: 10 members).

17 Related party transactions

Professor Patrick Geoghegan OBE, a trustee, was also the Chair of the Post Graduate Medical School at Anglia Ruskin University ("the University") until August 2015. In 2016, the charity received a donation of £1,000 from the University. The charity did not enter into any transactions with Anglia Ruskin University during 2017.

During the year the charity received donations from the trustees amounting to £18,000 (2016: £1,000).

During the year the charity received income on behalf of The Silver Line Helpline Enterprises Limited (the 'subsidiary') amounting to £493 (2016: £6,720). The charity also incurred expenditure on behalf of the subsidiary amounting to £3,265 (2016: £1,395) and received a donation from the subsidiary amounting to £nil (2016: £3,825). At 31 March 2017, the balance due from the subsidiary amounted to £8,012 (2016: £1,501 was due to the subsidiary). The balance is interest free and repayable on demand.

18 Control

The trustees consider there to be no ultimate controlling party.

19 Analysis of net assets between funds

	Restricted funds 31.03.17 £	Unrestricted funds 31.03.17 £	Total funds 31.03.17 £	Total funds 31.03.16 £
Fixed assets	-	52,423	52,423	-
Cash at bank and in hand	650,720	146,537	797,257	567,144
Other net liabilities	(33,392)	(137,252)	(170,644)	(328,353)
	<u>617,328</u>	<u>61,708</u>	<u>679,036</u>	<u>238,791</u>

THE SILVER LINE HELPLINE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017 (Continued)

20 Financial commitments

At 31 March 2017, the charity had a commitment under a licence to occupy its premises as follows:

	Total 31.03.17 £	Total 31.03.16 £
Not later than one year	66,740	12,000
Later than one year and not later than five years	<u>238,760</u>	<u>-</u>
	<u><u>305,500</u></u>	<u><u>12,000</u></u>



The Silver Line

helpline for older people

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