

# STRATEGIC REPORT

**2018 - 2019**



# STRATEGIC REPORT

The Trustees (who are also Directors for company purposes) are pleased to present the Strategic Report incorporating the Trustees' Report. This document is an extract from the SAMH 2019 Audited Report and Financial Statements.

Full Audited Statements are available at Companies House.  
[www.gov.uk/government/organisations/companies-house](http://www.gov.uk/government/organisations/companies-house)

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**Trustees** (All Trustees serving during the year are noted on page 19)

|                         |            |
|-------------------------|------------|
| Chris Creegan           | Chair      |
| Jane Ferguson           | Vice-Chair |
| Anthony Dick            | Treasurer  |
| Barry Gardner           |            |
| Catriona Headley        |            |
| Professor Robert Hunter |            |
| Jack Law                |            |
| Stephen Martin          |            |
| Graeme McAlister        |            |

**Executive**

|                    |   |
|--------------------|---|
| William J Watson   | Chief Executive                                       |
| Patricia A Aniello | Director of Corporate Services/Company Secretary      |
| Jo Anderson        | Director of External Affairs                          |
| Graeme Henderson   | Executive Director Delivery and Strategic Development |

**Independent Auditor**

Ernst & Young LLP  
5 George Square  
Glasgow G2 1DY

**VAT Adviser**

Grant Thornton UK LLP  
8th Floor  
110 Queen Street  
Glasgow G1 1DR

**Bankers**

Bank of Scotland  
20-22 Shandwick Place  
Edinburgh EH2 4RN

**Solicitors**

Lindsays  
Caledonian Exchange  
19A Canning Street  
Edinburgh EH3 8HE

**Investment Advisers**

|                                   |                        |
|-----------------------------------|------------------------|
| Barclays Investment Solutions Ltd | Brewin Dolphin Ltd     |
| 155 St Vincent Street             | Sixth Floor, Atria One |
| Glasgow G2 5NN                    | 144 Morrison Street    |
|                                   | Edinburgh EH3 8BR      |

**SAMH Registered Office**

Brunswick House  
51 Wilson Street  
Glasgow G1 1UZ

## Objectives and Activities

As detailed in the Articles of Association, updated on the 7 October 2016, SAMH is established to raise awareness about and promote mental health and general welfare and to uphold and advance the interests of those citizens who experience mental health problems and their families and carers.

In furtherance of the above we will undertake to:

- Make representations with and on behalf of people with mental health problems to ensure that their rights as citizens are upheld.
- Explore new ways of developing help and support for those with mental health problems including those affected by poverty, stigma, discrimination, addictions, trauma, homelessness, abuse, other forms of exclusion and neurological or genetic conditions, all of which can be causes or consequences of mental health problems.
- Ensure that all services and facilities which are designed to promote inclusion create opportunities and enhance mental health and general welfare.
- Provide services and to promote and organise cooperation in the achievement of the above objects, within Scotland and further afield.
- Do all other such things as are charitable in law for the attainment of these objects.

**Our vision:** is of a society where people are able to live their lives fully regardless of present or past circumstances.

**Our mission:** is to lead by example; to be innovative, purposeful and challenging in all that we do. SAMH campaigns for rights and rights-based services, challenges stigma and discrimination and promotes inclusion. We work to raise the aspirations and expectations of people who use services, people who deliver services and society as a whole. We aim to promote mental health and wellbeing within community and corporate life.

**Our values:** we believe that everyone has the right to be treated with dignity, respect and equality. We believe that everyone is entitled to hope and choice and to achieve personal fulfilment.



## Achievements and performance

### Introduction

It is difficult to imagine or recall another time when mental health was so prominent in the media and receiving much needed attention by government.

We have long believed that there is no health without mental health; mental health affects everyone and poor mental health or mental illness can affect anyone – it does not discriminate. We believe our role is to raise awareness; challenge stigma and discrimination; promote ways in which people can look after their mental health and work to ensure that people are able to access the right support when they need it.

At SAMH we strive to deliver services and information from a person-centred, recovery-focused perspective. We believe that this approach helps people to make informed choices and decisions in a way that works for them.

During the year we continued to develop our strategy and undertook research and development work to inform it as well as maintaining current and creating new collaborative partnerships.

We believe that our achievements and performance this year are testament to the considerable work of our staff, funders and supporters and demonstrates our commitment to delivering our Vision, Mission and Values. We have set these out under the 3 overarching goals identified through our previous strategy:

- **Being there for people:** we will provide assistance to meet the needs of people engaging with us whilst encouraging even more people to seek help.
- **Promoting good mental health:** we believe that everyone in Scotland should consider, value and look after their mental health and well-being. We believe that there can be no health without mental health.
- **Stigma and discrimination:** we believe that no-one with mental health problems or mental illness should face or experience stigma or discrimination and we are committed to working to reduce the level of stigma and discrimination experienced by people with mental health problems or mental illness.

It is always difficult to single out highlights but we would draw attention to the following which we believe had a powerful impact:

Child and Adolescent Mental Health Services (CAMHS): in May 2017, SAMH launched its 'Going to be' campaign which highlighted that during the year ending March 2018, 7,181 young people who were referred to CAMHS did not receive support from that service. We believe our work in this area was instrumental in the Scottish Government asking us to take the lead in carrying out an audit of the rejected referrals. Working in conjunction with NSS Information Services Division the audit report, which was informed by over 360 children, young people, their families and carers from across the country, was published by the Scottish Government in June 2018 together with an announcement of £5 million of investment, the establishment of a new CAMHS Taskforce and an acceptance of the 29 recommendations (set-out in the audit report) aimed at improving the experience for children and young people.

A principal innovator, SAMH remains a strong exponent of the Link Practitioner programme. Based on research<sup>1</sup> we identified that 30% of all GP appointments in Scotland were associated with mental health problems and 1 in 10 of the adult population in Scotland were prescribed anti-depressants. With 75% of people approaching their GP in the first instance, our ambition was that people would have a positive experience and be offered an increased range of options through their GP (including social prescribing and practical support) appropriate to meet their needs at the earliest opportunity to support their mental health and wellbeing. During the course of this year we have begun to see the impact of our work in this area – our Link Practitioners working across 6 areas in North Lanarkshire have supported 3,443 people during the year; and working in all 30 GP surgeries across Aberdeen City and Aberdeenshire have supported 761 people (in the first 9 months).

It has been a remarkable year but we understand the significance of the challenge that lies ahead. We remain optimistic about the potential for change but we are not complacent. We shall continue to campaign, to influence and raise awareness; and to work in partnership to address the imbalance of funding available to provide much needed services that meet the needs of people with mental health problems.

We believe we have achieved a great deal this year, but we did not do this on our own. We are enormously grateful for the contribution that you make to our organisation – whether as a funder or supporter and we hope that you continue to support us in our work to promote and support good mental health and wellbeing throughout Scotland.

#### External Recognition:

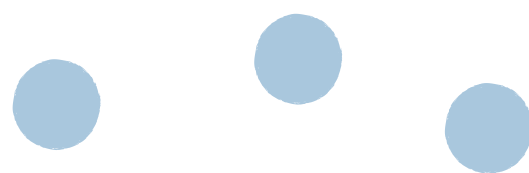
- SAMH's staff team in Moray won an NHS Quality Award for innovation and design of a new service promoting integrated partnership working.
- SAMH's Aberdeen Link Practitioner staff team were finalists in the Team of the Year Aberdeen City HSCPs annual Hearts Awards.
- Celtic Monitor: for the second year in succession MSPs who took part in the survey rated SAMH as the most effective charity engaging with the Scottish Parliament.
- An independent evaluation of our North Lanarkshire service<sup>2</sup> concluded our work was very valuable, strategically relevant and widely respected with significant numbers of people being referred.
- An independent review of our Individual Placement Support Employment<sup>3</sup> programme in North Ayrshire rated the service as Exemplary Fidelity.
- The Interim Report on our Mentally Healthy College Project<sup>4</sup> highlighted overwhelmingly training participants were extremely positive in terms of the training received; it had increased confidence; evidenced changed practices; raised awareness across the college and increased conversations about mental health.
- Care Inspectorate results for registered community based services demonstrated that 94% of grades awarded were good to excellent.

1 SAMH Know Where to Go - GP survey published March 2014  
2 Smart Consultancy July 2018

3 McQueen Training & Health Consultancy November 2018  
4 Jacki Gordon & Associates December 2018

Throughout the year we supported, reached and consulted more people; the table provides a summary of reach, engagement and activities:

| FY2019  | FY2018 | SERVICES   |
|---|--------|--|
| 6,574   | 4,825  | people supported through our community based services, including our Link Practitioner and Distress Brief Intervention work  |
| 94%   | 91%    | of our grades awarded to our services inspected by the Care Inspectorate were good to excellent  |
| 217   | 118    | suicide interventions carried out by SAMH staff  |
| 176   | 104    | staff trained in suicide prevention during the year  |
| 200   | 214    | people supported into employment   |
| <b>Training Resources</b>                       |        |  |
| 4,293   | 3,229  | people accessed 1-2-1, group or e-learning in a range of mental health training, awareness and suicide prevention  |
| 376   | 478    | people engaged in our Tools for Living self-management/personal development and resilience training  |
| 11,387  | 8,761  | people completed our Wellbeing Assessment Tool   |
| <b>Surveys, Consultations, Community Events</b> |        |  |
| 7,887   | 5,051  | people engaged through a range of surveys, consultations, focus groups or community events   |
| <b>Public Affairs</b>                           |        |  |
| 20  | 15     | MSPs and MPs visited SAMH services   |
| 12  | 18     | significant UK and Scottish Government consultations responded to; briefings issued and evidence provided on key issues of: employment, young people, suicide prevention, universal credit, Mental Health Tribunal |



| FY2019                       | FY2018 | SERVICES   |
|------------------------------|--------|--|
| <b>Information</b>           |        |  |
| 3,651                        | 3,620  | enquiries responded to from individuals requesting information, resources and help-seeking advice  |
| 20,121                       | 15,791 | information booklets/leaflets downloaded from our website  |
| 14,000                       | 8,225  | information booklets distributed   |
| <b>Media Engagement</b>      |        |  |
| 45,314                       | 35,200 | people engaging with us through social media   |
| 3,268                        | 822    | mentions in the media including radio and television covering our work in areas of for example suicide and suicide prevention, The Changing Room, Child and Adolescent Mental Health Services (CAMHS), sport and physical activity |
| <b>Supporters and Events</b> |        |  |
| 24,812                       | 19,181 | total number of supporters during the year an increase of 5,631  |
| 2,129                        | 1,345  | people took part in one or more fundraising activity   |
| 66                           | 61     | active corporate partnerships during the year  |
| <b>See Me and Respectme</b>  |        |  |
| 9,535                        | 3,485  | hours of volunteering activity (including media, event speakers, young champions within education establishments) delivered through See Me   |
| 10.8m                        | 8.4m   | people reached across the UK on traditional and social media platforms: See Me took the lead role in Scotland to promote the UK Time to Talk campaign  |
| 869                          | 1,039  | professionals, parents and carers participated in training utilising our anti-bullying resources   |
| 7,426                        | 6,337  | anti-bullying leaflets downloaded  |

**Being there for people:** we will provide assistance to meet the needs of people engaging with us whilst encouraging even more people to seek help.

#### During the year:

Children and Young People continued to be a key priority for us – and our work has been extensive. In response to an unmet need and recognised gap in delivery, we developed our Children and Young People Team to enable us to pursue our progressive agenda for work in this area and set out to research and develop new and alternative models for children and young people.

- our “Going to be” campaign (focusing on children and young people’s mental health), reached its one-year milestone in May 2018. Whilst the first year of the campaign saw us raise awareness and highlight the significant issues experienced by children and young people; the second year has been about engagement with different groups and developing practical solutions. We undertook a review of schools-based counselling models/ provision in different parts of the UK; and launched our new e-learning resource “We all have mental health: an introduction for teachers”.
- Child and Adolescent Mental Health Services (CAMHS): commissioned during the previous year, we completed the qualitative review of the 7,181 young people who did not receive a support and were rejected by CAMHS over a 2-year period (our review included engaging with 363 children, young people and parents, conducting a survey and 109 in-depth interviews). The report (which included a quantitative element which was undertaken by the Information Services Division (ISD) of the NHS National Services Scotland) was submitted to the Scottish Government in May 2018. In issuing the report, the Scottish Government accepted all 29 recommendations and announced £5 million of investment and the establishment of the Children and Young People’s Mental Health (CYPMH) Taskforce of which SAMH is a core member.
- Youth Commission on Mental Health Services: announced in December 2017, this 15-month commission is a partnership between Scottish Government, Young Scot and SAMH. During the year 22 Youth Commissioners were appointed and throughout the year participated in a series of events including a residential weekend; and membership of the CYPMH Taskforce. Work has focused on 2 key phases: research to provide evidence about young people’s mental health, service delivery and their experience which included a stakeholder symposium involving 40 organisations; and creative – to propose changes for improvement. (The report was launched on 30 May 2019.)
- We know that for many children and young people the transition from primary to secondary school and from secondary school to further education can be a difficult and challenging time. In response to this we launched a 3-year transition pilot programme: Connect. We worked with a primary and secondary school in Edinburgh and 2 colleges (and their associated ‘feeder’ schools) in Glasgow and West Lothian.



- In partnership with the National Theatre for Scotland and in association with East Ayrshire Council and Edinburgh City Council we delivered 'Like Flying' – an innovative project combining aerial arts, physical activity and mental health workshops to enable the schools to design and deliver a production around breaking-down barriers and strengthening resilience. 330 young people took the opportunity to participate.
- Mentally Healthy College Community Project: the funding for our project with Glasgow Clyde College is due to end in May 2019. An independent evaluation of the project is underway; but an interim report covering the term August 2017 – September 2018, highlighted that good progress had been achieved across each of the 4 Objectives:
  - Reducing stigma and discrimination: 580 students across 3 college campuses attended workshops ranging from 'Beating back stress' to 'Safe Talk'.
  - Increase capacity and confidence of staff: 673 members of teaching and support staff attended sessions covering 'Introduction to mental health' and Mental Health Awareness training with 9 members of staff being recruited as Mental Health First Aid Helpers. A series of initiatives including 'Kneading Support' kitchen conversations and coaching conversations with teaching and student support staff were introduced.
  - Increasing student awareness: delivering an on-going programme of lunch and learn sessions; ensuring mental health literature is accessible; and promoting information through student handbook, articles in the college's student newspaper; emails and blogs. We undertook structured programmes around suicide awareness training. 20 members of staff attended the cognitive behaviour therapy Living Life to the Full training.
  - Develop and co-produce peer support: supported a group of students with lived experience of mental ill health to meet on a regular basis; delivered training to staff and members of the Student Association in ASIST and mental health awareness; launched a summer activities group and promoted local volunteering opportunities.
- Our initiative with the Scouts (a 3-year project) to deliver Scouts 5 Ways (funded by Cashback for Communities to co-design a series of activities around mental health literacy as part of the Scouts community asset badge) got underway. Working with 5 Scout and Explorer Scout Groups across Glasgow and attending the Scouts World Jamboree in Dunfermline we engaged with 647 Scouts.



Working in communities across Scotland, we deliver a broad range of services. It would be impossible to cover everything we do but the following demonstrates the kind of work we carry out and represents some of the new and innovative approaches we have taken this year:

- Based on our Early Intervention initiative our GP Link Practitioner Programme has helped support hundreds of people to access support appropriate to meet their needs at the earliest opportunity:
  - Our Peer Support Link Worker service, commissioned by North Lanarkshire Health and Social Care Partnership is coming to the end of its 2-year funding. Delivered through a small staff team working with 43 GP practices 3,443 people have been supported during the year. The service has been externally evaluated by Smart Consultancy (page 5).
  - In conjunction with Aberdeen City Health and Social Care Partnership, our Link Practitioner programme was operational from July 2018 working across 19 of the 30 GP practices in Aberdeen City (covering all 30 GP practices from March 2019). During the period we have supported 761 people.
- SAMH is commissioned by Scottish Borders Council to deliver their Distress Brief Intervention service – one of the Scottish Government’s 4 (3-year) pilot projects across Scotland. The service provides a 14-day individual intervention to people presenting in distress with a view to them staying connected to services and support. Over the course of the year we have supported 382 people and responded to 350 enquiries.
- Moray: in April 2018 we launched a new 3-year contract commissioned by Moray Council. The new service delivers against 3 main strands: transition from acute ward; crisis and prevention to hospital and a 12-week re-ablement programme. During the year support was provided to 208 people.
- North Lanarkshire Support Service: North Lanarkshire Council commissioned SAMH to deliver a short-term individual recovery programme to support people with severe and enduring mental health problems; prevent unnecessary hospital admissions and promote positive mental health. Working in partnership with health and social care staff the service is delivered in 3 key stages through a 12 week intervention. The programme commenced in July 2018 and in the first 9 months supported 55 people.
- We launched SAM’s café – an ‘out of hours’ peer community café pilot project, funded by Fife Health and Social Care Partnership. The overarching aim of the project is to deliver crisis management support in terms of prevention and early intervention to improve the mental wellbeing of people accessing the service while reducing the pressure on emergency services through a café approach of shared conversations. Based in a community centre in an area of deprivation in Kirkcaldy the pilot will run until January 2020.
- We launched our first Therapeutic Service comprising 4 pilot areas across Scotland. Working with 3 identified groups (adults, schools and children and young people referred as an alternative to CAMHS), we are using the cognitive behaviour therapy-based model, Living Life to the Full, developed by Professor Chris Williams who will lead the pilots.

**Promoting Good Mental Health:** we believe that everyone in Scotland should consider, value and look after their mental health and wellbeing. We believe that there can be no health without mental health.

#### During the year:

We believe the progress and engagement across the different strands of our sport and physical activity work has made a positive contribution to promoting good mental health and by raising awareness of some of the issues faced by people with mental health problems will promote inclusion and break-down barriers.

- People Active for Change and Equality (PACE) –our Ambassador, Sir Chris Hoy accompanied by Adam Peaty MBE<sup>5</sup> held centre stage at a breakfast event to promote Scotland’s Mental Health Charter for Physical Activity and Sport, with an audience of over 40 people representing the world of physical activity and sport; and BBC sports broadcaster Jill Douglas in charge of proceedings. During its launch year, 300 organisations/individuals have signed-up to the Charter making a commitment to improve equality, reduce discrimination; breakdown barriers to engagement and increase opportunities for people with mental health problems to participate in physical activity. In addition 130 staff (from a range of sport organisations and centres) received training in Barriers to Participation.
- Into its second year The Changing Room is our unique, innovative and inspirational programme using the power of football to promote mental health and wellbeing to men in their middle years. Funded by the global men’s health charity Movember Foundation, the programme is delivered with our partners the Scottish Professional Football League (SPFL) and Hibernian and Heart of Midlothian (new during FY2019) Football Clubs. During the year we have engaged with 527 people through our launch events, Team Talks; bespoke 12 week programme and Keepie-uppies.
- We continue our partnership with Scottish Athletics to deliver jog**scotland** and during the course of the year 389 Jog Leaders completed the online Mental Health Awareness training. Significantly since September 2018 the training is mandatory for all new Jog Leaders. To help raise awareness of mental health throughout the jog**scotland** network and to encourage positive action in groups across Scotland, we launched:
  - Sammy’s Road Trip (Sammy is a toy Scottie dog based on the jog**scotland** mascot Jog Scotty) with 30 groups signed-up to host Sammy during the year.
  - Our ‘I’m Here’ pledge and logo to recognise jog leaders who have attended mental health education and to encourage the use of social media to positively promote the partnership, encourage conversations and raise awareness about mental health. Over 140 jog leaders across Scotland have qualified for the ‘I’m Here’ badge.
- Our Active Living Becomes Achievable (ALBA) programme (funded by the Scottish Government) is due to end in June 2019 – in the course of the year we worked with 265 people, experiencing poor physical or mental wellbeing, with the majority of them engaging in a 16-week programme to help them increase and maintain their physical activity levels. In addition 899 people completed our e-learning mental health awareness or supporting behaviour change training. We partnered with Napier University to undertake the research on the programme approach and the final evaluation is due September 2019. However early feedback demonstrates that 57% of participants through ALBA are more likely to maintain their physical activity levels when compared with 20% of other referral schemes.

*“ALBA reminded me that you can do small steps to get into exercise.”*

*“I would not have used my referral to the gym as much without the ALBA aspect.”*

5 Current Olympic, World, European and Commonwealth 100m Breaststroke Champion (2018)

We strive to engage with our local communities through public information and engagement events; and the following is a snapshot of some of the work we have done this year:

- Go Live at the Green: a mass participation event coinciding with European Championships in Glasgow. Over a period of 9 days we engaged in conversations with 14,000 people attending the event using our 'simple five ways card'; with 700 people taking part in our survey on sport and physical activity which highlighted that 96% of those participating would be encouraged to participate in their local sports community if it actively promoted mental health and wellbeing and 84% of respondents looking to improve how they look after their mental health and wellbeing.
- We welcomed 1,562 visitors to our Redhall Walled Garden in Edinburgh. This year saw us working with the Orchard Project to create a heritage variety community orchard at our Redhall estate – with trees specific to Scotland. To encourage access by the local community some of the trees have been planted out with the walled garden.
- Through community information stalls, our Well Informed service promoted mental health and well being across North Lanarkshire reaching 2,442 people.

- In June we launched Let's Talk (our 3-year BIG lottery funded project) aimed at people, communities and staff who are employed in the voluntary/third sector, specifically service delivery across Glasgow and North and South Lanarkshire. SAMH's Let's Talk is about challenging stigma and discrimination, encouraging people to have conversations about mental health and introducing self-management techniques and providing training, information and signposting. In the first 9 months of the project we have recruited 25 volunteers; and reached 476 people through our 5 activity areas.
- In partnership with Scottish Sports Futures (SSF) we delivered a Young Wellbeing Ambassadors capacity building programme in mental health awareness and wellbeing. The young ambassadors reached 250 young people at the Twilight Basketball Tournament.
- Community Striders – Changing Lives: launched in December 2018, this is a 2-year project (working across 4 major cities), specifically targeted at the BME community to encourage engagement in sport and physical activity.

During the year our supporter-led activity was extraordinary; and saw us experience one of our most successful fundraising year's to-date. We gratefully acknowledge the support from individuals, community groups and corporate supporters – your efforts are vital to enable the organisation to deliver innovative charitable services and to continue undertaking effective campaigning.

There are many ways people choose to raise funds for us and over 2,129 people took part in one or more fundraising activity including events during the football World Cup, sportsman's dinners, gala balls to undertaking Arctic treks and triathlons, to running round the coastline of Fife. A lot of people choose to support SAMH following the loss of a loved one to suicide and to help raise awareness. All of which raised an incredible £843,820.

- 133 participants took part in the Edinburgh Marathon – our best performance to-date – raising an incredible £76,416.
- 18 colleges and universities across Scotland and 4 Youth Philanthropy Initiatives raised over £82,000.

Our 66 corporate partners (including 17 UK-wide partnerships with Mind) raised over £506,000 including: Jo Malone £22,804; Inspire Catering £20,000; Aberdeen Standard Investments £26,286; Morton Fraser £15,457; with Macphie of Glenbervie, Community Pharmacy Scotland; Sky (Livingston and Dunfermline), Anderson Strathern and ESPC raising over £26,000.

We returned to BT Murrayfield, Edinburgh for our second SAMH Stomp stair-climbing challenge with more than double the number of participants (550), raising an amazing £127,000.

To help us gather information about how we can improve the event we invited participants to take-part in our survey. Of the 94 responses, 100% said that they would participate again and would recommend to family and friends.



**Ending Stigma and Discrimination:** we believe that no-one with mental health problems or mental illness should face or experience stigma or discrimination and we are committed to working to reduce the level of stigma and discrimination experienced by people with mental health problems or mental illness.

#### During the year:

Everything we do is geared towards ending stigma and discrimination and our public affairs and communications work plays a strategically important role in enabling us to influence key policy/legislation decision-makers across all levels of society and governments.

- We successfully campaigned for:

- An amendment to Social Security Act requiring people assessing those applying for social security to be suitably qualified.
- The introduction of counselling in secondary schools - with the Scottish Government making this a commitment in the Programme for Government 2018.
- A target for the reduction of suicide rates in Scotland – with the Scottish Government adopting the target of 20% by 2022.
- The Scottish Government accepted all 29 recommendations in the audit of CAMHS rejected referrals which we had been commissioned to carry out by Scottish Government.

Every day our staff work with some of the most vulnerable people in our society and during the year carried out 217 suicide interventions. The Scottish Government statistics highlights that whilst the overall number of people who died by suicide in 2017 decreased from 728 to 680<sup>6</sup> the number of men who died by suicide actually increased. In addition to our day to day work we undertook 4 specific initiatives:

- Prepared a briefing ahead of the Scottish Government's Suicide Prevention Action Plan: Every Life Matters – calling on the Scottish Government to set a national target to reduce deaths by suicide; to retain the Applied Suicide Intervention Skills Training (ASIST) and to encourage the national roll out of Community Triage.
- We were (and continue to be) a proactive Member of the Scottish Government's National Suicide Prevention Leadership Group leading on 2 of the 10 actions: national awareness raising and at risk groups.
- Commenced a consultation exercise to inform the future direction of our suicide prevention work – starting with a supporters' survey and in-depth interviews.
- Commissioned a 3-year research study 'Towards an Enhanced Response to Suicide Risk in Men' in conjunction with the Suicide Behavioural Research Laboratory, Institute of Health and Wellbeing, University of Glasgow.

We provided extensive briefings and presented evidence across a number of areas including: to MSPs on 'A Fairer Scotland for Disabled People: Tackling the Employment Gap'; the Scottish Parliament's Health Committee on Year of Young People, Suicide Prevention, and Equalities and Human Rights Committee on Human Rights and Mental Health; MPs on Work and Pensions Committee inquiry on benefit sanctions. In addition we launched our report 'It was a confusion: universal credit and mental health: recommendations for change'; exploring the experience of people with mental health problems in Scotland who engaged with the Universal Credit system and made recommendations for change; and facilitated visits to our services for 20 MSPs so that they could meet and engage with people with mental health problems and hear from them directly about the problems and challenges they face.

We reviewed key legislation to consider the impact and effect on people with mental health problems and responded to a range of consultations, including:

- Mental Health Tribunal; Social Security Act/Appeals; Suicide Prevention Action Plan; and
- In conjunction with others: Adults with Incapacity; Adult Social Care Reform; Universal Credit.

<sup>6</sup> SD Suicide Statistics for Scotland Update of trends to 2017, 2018.

Our 'SAMH View' series sets-out our position on a particular policy or topic. They provide key points; include reference notes for further reading and, where appropriate, outline any specific calls we are making on government. During the year we produced 3 new statements on Self-Harm, Suicide Prevention, Student Mental Health and updated Sport and Physical Activity and Employment.

We were represented on and made significant contributions to the following groups:

- Advisory Board of NUS Student Mental Health Agreement Project
- Children and Young People's Mental Health (CYPMH) Task Force
- Disability and Carers Benefits Expert Advisory Group on Social Security
- Expert Advisory Group to the Centre for Mental Health and Incapacity Law
- Mental Health Delivery Board
- Mental Welfare Commission Advisory Group
- Ministerial Review Group on Deaths by Suicide
- National Leadership Group on Suicide Prevention
- Public Health Reform Oversight Board
- Youth Commission on Children and Young People's Mental Health Services

SAMH is a managing partner and host of See Me and Respectme, and working with our partners Mental Health Foundation Scotland and LGBT Youth Scotland respectively, the following outcomes were achieved during the year:

#### **See Me**

funded by the Scottish Government and Comic Relief, See Me, is an important strategic programme for SAMH which ensures the organisation leads the effort to end mental health stigma and discrimination. During the year the programme experienced a significant growth of 'social movement' volunteers engaging across Scotland. In particular:

- As part of the Year of Young People the Scottish Government commissioned the development of a youth focussed campaign 'Feels FM'. The campaign successfully engaged with 5,000 young people to better understand their experience of stigma and discrimination.
- The workplace programme delivered the See Me in work conference bringing together employers and people with lived experience of mental health to focus on challenges and barriers and reflecting on improvements to better practice.

- In relation to the Scottish Government's Mental Health Strategy, See Me in partnership with the Mental Welfare Commission progressed the concept of a human rights based approach including submitting proposals for moving forward.
- During the year we trained: 677 students and 181 educational staff; 41 young champions and 35 new volunteers linked to the 'social movement'.
- Across key areas of Workplace, Education, Health and Social Care, Social Movement we reached: 15,025 employees; 19,149 pupils (achieving 4,128 hours of young volunteer activity); 236 national partner and 213 local partnerships in health and social care; and 5,407 hours of adult volunteer activity in relation to our social movement. Social media platforms achieved: 21,357 Facebook likes; 2,906 instagram and 17,600 twitter followers and 589 YouTube views.

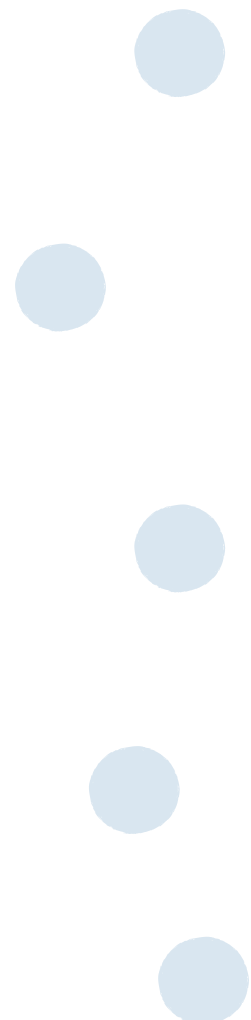
### Respectme

is Scotland's anti-bullying service, funded by the Scottish Government and managed by SAMH in partnership with LGBT Youth Scotland. During the year we:

- Launched in November 2018 (and running to the end of the academic year) our new anti-bullying campaign #ChooseRespect has distinct phases to facilitate and maintain anti-bullying conversations with young people beyond anti-bullying week. We worked in partnership with YouthLink, University of Strathclyde and University of West of Scotland, Changing Faces and Show Racism the Red Card Scotland to develop new learning materials. So far 827 organisations, schools and individuals have become campaign supporters and campaign materials have been downloaded 7426 times.
- Worked in partnership with Angus Council and NSPCC Scotland we launched our first local anti-bullying campaign. Two young people from every secondary school in the authority worked together to develop the campaign.
- Produced new guidance for teachers: 'Addressing Inclusion' - addressing racism and racist bullying in schools, was developed in partnership with the Coalition for Racial Equality and Rights. The resource was distributed to every primary and secondary school in Scotland.
- Reached 869 professionals and parents through our anti-bullying training programme; responded to over 200 enquiries on anti-bullying; contributed to anti-bullying seminars to higher and further education curriculums working in particular with the University of Aberdeen, Edinburgh, Dundee, and Glasgow, as well as the Royal Conservatoire of Scotland and West Lothian College; and supported 8 local authorities to complete a review of their anti-bullying policy with work underway with a further 11. Having worked with all 32 Scottish local authorities we have contributed to delivering a consistent and coherent approach to anti-bullying messaging across Scotland.
- Completed a stakeholder consultation exercise to help inform future activity of the programme, collating the views of 424 young people, parents and carers and professionals on respectme's activity and impact; and we undertook a review of our training programme. We will look at taking this forward next year.

### Investments

The charity has investments in two wholly owned subsidiary companies, SAMH Services (Scotland) Limited, Mental Health Scotland Limited (Dormant) and AMHA (dormant). SAMH is the ultimate and direct parent of all 3 entities.



## Financial Review and Results for the Year

In turning attention to financial matters of the organisation the Trustees believe that the results for the SAMH Group reflect the continued strong financial performance of the organisation whilst continuing to invest in mental health promotion, campaigning and innovative services for people.

Financial highlights included:

- Increased managed investments by £1 million bringing the combined value of the Brewin Dolphin and Barclays Portfolios at 31 March 2019 to £2,066,379. This aims to spread our financial risk and improve returns over time by balancing fixed-term cash deposits with longer term investments in moderate risk stocks and shares.
- Our ability to support the growth of significant initiatives £762,000 (2018 £480,000) linked to our strategic priorities, for example:
  - Children and young people through the development of a dedicated team; Wellbeing resource for teachers; our partnership with National Theatre for Scotland to deliver 'Like Flying'; and our continued policy and campaign work in this field.

- Suicide Prevention: commissioning Suicide Behavioural Research Laboratory, Institute of Health and Wellbeing, University of Glasgow to undertake a 3-year research study 'Towards an Enhanced Response to Suicide Risk in Men'.

- Physical activity and sport: through our partnership with Scottish Athletics to deliver jogscotland.

- £1.2 million Trusts and Foundations income to support and deliver a range of innovative services and new projects including: mentally healthy colleges, Individual Placement and Support (IPS) employment service, The Changing Room, Let's Talk, Community Strides, 5-way Workshops with Scouts.
- Awarded contracts to deliver new services in Aberdeen, Dundee, Fife, Forth Valley, North Ayrshire and North Lanarkshire.

The organisation continues to make progress in its efforts to securing income to deliver new and innovative services that better support people with mental health problems.

### Key financial results:

Group income at £18,928,500 (2018 £18,799,008) has increased by a modest 0.7% on the previous year and realises a net increase in funds of £1,326,055 (2018 £1,984,338). The result comprises increases in unrestricted funds of £1,182,524 and increases in restricted funds of £143,531. Notes 12 and 13, pages 40 - 44 provide further information on restricted and unrestricted funds respectively.

At £17,668,645 (2018 £16,820,081) expenditure has increased by 5%. The reason for the disparity in comparative income and expenditure levels is mainly due to unfunded cost of living and Scottish Living Wage uplifts to salaries, increased charitably funded initiative expenditure and an increase in provisions for discontinuing or loss-making contracts.

Fundraised income in total in the year was £3,105,822 (2018 £2,743,803); £1,779,378 from Donations and Legacies (2018 £1,792,873) and £1,236,444 (2018 £950,930) from Trusts and Foundations within income from Charitable Activities in the SOFA. Although we have seen a small decrease in Donations and Legacies of 0.8%, Trustees regard this as a strong results as excluding legacies (2019 £85,000; 2018 £766,000) donations have increased by £667,505 on last year.



There is a net gain on the investment portfolios managed by Barclays and Brewin Dolphin of £51,097 and £15,103 respectively. Barclays annual growth was 5.11% while Brewin Dolphin earned 1.5% for the 2 months it was invested.

Cash held has increased to £5,825,662 (2018 £3,296,390) of this, £2,000,000 is from maturing fixed-term deposit with Bank of Scotland with £3,000,000 remaining in short-term investments.

We have restricted reserves of £1,001,147 of which £847,935 is restricted by the funder for a specified purpose and will be spent in future years. The remaining £153,212 was received for the purchase of capital equipment. Depreciation on these assets will be charged to this fund in accordance with the depreciation policy.

#### **Reserves policy**

The Trustees are conscious of the need to balance the requirements of the company's operations against holding funds in reserve. In recognition of this they have established a policy whereby they consider it appropriate to hold funds in free reserves of 16 weeks operating costs. At the current level of expenditure we have 16 weeks (2018 14.8 weeks) unrestricted and undesignated reserve cover; this is in-line with policy requirements.

#### **Principal funding sources**

As in previous years the principal funding source for the organisation is the provision of social care contracts with local authorities at £11.3 million (2018 £11 million); with £7.6 million (2018 £7.8 million) coming from other sources demonstrating progress in reducing reliance on local authority funding.

#### **Supplier payment policy**

The organisation works hard to ensure supplier payments are made regularly and on time. Many payments are made by direct debit or standing order, with the remainder being paid by BACS or cheque. Suppliers are encouraged to submit details to allow electronic payment to be made.

BACS payments are made fortnightly. The average time taken to pay suppliers is 31 days after the date of the invoice (2018 32 days).

#### **Investment policy**

In accordance with the Articles of Association, the Trustees have the power to invest in such stocks, shares, investments and property as they see fit. Our policy is to invest in a number of ethical based funds with the aim of maximising capital growth. SAMH has engaged Barclays Investment Solutions Ltd and Brewin Dolphin to manage the investment funds. The valuation of our portfolio on 31 March 2019 was £2,066,379 (2018 £1,000,179), an increase of £1,066,200 on last year's reported valuation. £1 million of the increase was due to the investment with Brewin Dolphin, the remaining £66,200 was portfolio growth. The cost of managing the portfolio was £3,475 (2018 £3,631).

### Principal risks and uncertainties

The Trustees identify the major risks to which the group is exposed and establish controls and actions to mitigate them. Risk assessments and risk registers are in place and subject to regular review and

monitoring by the Executive Team, Audit and Risk Committee and Trustee Board. The principal risks identified and related controls were:

| RISK  | MITIGATION  |
|---|---|
| <b>Significant loss of income (eg. from changes to commissioning and funding frameworks)</b>            | <p>Established systems for strategic financial planning, budgeting and financial performance monitoring in place.</p> <p>Reserves and cash management policies.</p> <p>Rebalanced business model to be less reliant on statutory incomesources.</p>   |
| <b>Failure to meet duty of care to service users or staff</b>   | <p>Established policies and procedures for the safeguarding of service users, practice guidelines, risk management and support planning.</p> <p>Employment practices in-line with Scottish Government Fair Work Framework, including safer recruitment. Policies and procedures to cover practice, learning and development and performance and supervision in place.</p> <p>Workforce planning and quality assurance processes.</p>  |
| <b>Harm from significant breach in regulation (eg data protection, safeguarding, Health and Safety)</b> | <p>Horizon scanning in place which looks at forthcoming legislation and ensures SAMH is equipped, prepared and compliant.</p> <p>Safeguarding framework including policies, training, incident management, complaints, whistleblowing and quality and performance monitoring. In addition during the year and following OSCR guidelines, a comprehensive review of safeguarding and governance arrangements was undertaken. This included an internal audit of service delivery practices – highlighting process improvements and training recommendations which were implemented; and a review of historical cases linked to conduct and capability and complaints noting that all cases had been dealt with appropriately.</p> <p>Named Leads for Children and Young People, Adults; Organisational Lead for Duty of Candour. Data Protection Officer and Complaints Officer.</p> <p>Health and Safety policy and supporting procedures, risk management framework; and Competent Person (LAW at Work) for Health and Safety in place. Regular meetings and review of health and safety arrangements are undertaken including quarterly meetings of the Internal Management of Health and Safety Group, and Health and Safety Partnership (involving Union Representatives) and a schedule of audits conducted by LAW take place throughout the year.</p> |

## Structure, governance and management

SAMH is a company limited by guarantee registered in Scotland No SC082340, governed by its Articles of Association, and has obtained permission from the Registrar of Companies to omit the word 'limited' from the company name. The Association has been recognised by the Office of the Scottish Charity Regulator (OSCR) as a Scottish charity, number SC 008897.

### Trustee Board

The Trustees of the charity, who are also Directors for company purposes, are appointed to the Board through a nomination process as detailed in the Articles of Association. The maximum number of Trustees is 14 (minimum 9) with the opportunity for a further 2 co-options. Trustees may serve a maximum of 2 terms (a term being 3 years). During the course of the financial year to 31 March 2019, Trustee Board held 4 general meetings; planning sessions and an Annual General Meeting.

The 'Reserved Matters for Trustee Board' identifies areas of responsibility and authority that Trustee Board will retain and levels of authority that can be delegated to the Chief Executive and Executive Directors. The Reserved Matters are structured into 5 key areas:

- Corporate Governance
- Strategy and Management
- Financial Reporting and Controls
- Internal Controls and Risk Management
- Financial and Contractual Authority

Outlined below are all those who, having been elected and approved at an Annual General Meeting of the Association, served in the year ended 31 March 2019 and up until the signing of these financial statements:

Chris Creegan  
 Ian Beattie (Retired 23 August 2018)  
 Anthony Dick\*\*  
 Jane Ferguson\*\*  
 Barry Gardner  
 Catriona Headley\*\*  
 Professor Bob Hunter  
 Jack Law  
 Jayne MacLennan (Retired 5 October 2018)  
 Stephen Martin\*\*  
 Graeme McAlister  
 Lesleyann Russell (Retired 28 February 2019)

\*\* Member of Audit and Risk Committee

There have been no resignations or appointments from the date of the financial statements.

### Sub-Committees

There are 2 sub-committees of the Trustee Board: each sub-committee operates in accordance with its terms of reference and reports directly to the Trustee Board.

### Chair's Sub-Group

Set-up to make decisions in exceptional circumstances and to provide a governance response to Executive Team in an emergency situation. In addition it is the responsibility of the Chair's Sub-Group to review the performance of the Chief Executive and Executive Team.

### Audit and Risk Committee

Set-up to support the Trustee Board by reviewing the effectiveness of risk management and internal control systems, and for ensuring the organisation complies with financial reporting requirements, Charity and Company Law and other legislation and regulatory requirements.

During the course of the year the Committee covered the following areas of work.

- Reviewed quarterly reports covering: key governance areas; internal audit findings, recommendations and progress against actions; corporate risk and mitigation measures including the externally provided health and safety reports, audits and actions.
- Received detailed reports on areas of Control: for example: Safeguarding audit and updated reports in relation to the organisation's Safeguarding Action Plan; and Data protection.
- Approved internal audit work schedule.
- Prepared an annual report to Trustee Board on the work of the Committee and Internal Audit.
- Scottish Government's consultation on charity law: reviewed and approved the organisation's submission to the consultation.
- Engaged with the statutory auditors; considered the Letter of Representation and Auditor's Report; reviewed and submitted the Annual Report and Financial Statements to Trustee Board with recommendation for approval.

### Trustee Board Development

Trustees participated in events during the year. All Trustees proactively participated in an annual development meeting with the Chair.

### Management

Under the governance of the Trustee Board and leadership of the Chief Executive Officer, the organisation is structured to support the delivery of its objectives through the following three directorates:

- **Delivery and Development:** through our community based services we support people to improve their mental health and wellbeing, and to have fulfilling and contributing lives. Our work is person-centred and recovery-focused and includes: housing support, care at home and care homes, GP link workers, children and young peoples' services, schools and colleges support, workplace wellbeing, peer support, employment, therapeutic horticulture, community engagement and specific programmes for example suicide prevention and physical activity and sport.
- **External Affairs:** our campaigning, communication, fundraising and public affairs work is geared towards achieving influence with key decision and policy-makers; raising awareness about mental health and promoting good mental health and wellbeing throughout Scotland; engaging with our stakeholders and audiences; delivering opportunities for people to support us and raise funds for the organisation. In addition, SAMH is a managing partner and host of See Me and Respectme, Scotland's anti-stigma and anti-bullying national programmes respectively.

- **Corporate Services:** central to everything we do is our ability to manage the organisation's resources effectively. Corporate Services provides that support through a wide range of functions delivering professional advice, training, support and practical assistance through key areas of Human Resources, Information Systems and Finance. It is also through our Corporate Services that we ensure our activities are compliant and audited through our Governance and Internal Audit and Risk functions.

In accordance with the organisation's process the Chief Executive and Executive Directors undergo an annual appraisal, conducted by the Chair and Chief Executive respectively. The Chair's Sub-Group review the overall performance of the Executive Team annually and report to the Trustee Board. The remuneration of the Chief Executive is set by the Trustee Board and reviewed periodically. Executive Director salaries are set by the Chief Executive in accordance with SAMH's standard remuneration process.

Trustee Board delegates the day to day management to the Key Management Personnel. The Chair and Chief Executive meet on a monthly basis to review key developments.

Key Management Personnel are Chief Executive, Director of Corporate Services/Company Secretary, Executive Director of Delivery and Strategic Development, Director of External Affairs.

The roles and responsibilities of the Chief Executive and Director of Corporate Services/Company Secretary encompass SAMH and its subsidiary companies. In addition the Chief Executive and the Director of Corporate Services/Company Secretary are Directors of SAMH Services (Scotland) Limited and Mental Health Scotland Limited (dormant).

### Plans for future periods

Our approach to setting-out key priorities for FY2020 is similar to the past 2 years. It is based on an understanding that we will continue to deliver the day to day business while progressing key priorities that will enable us to develop the broader strategic aims. Therefore key priorities remain largely the same as those identified last year:

**Children and young people:** deliver and evaluate pilots using the evidence to inform and determine future approach; demonstrate benefits/impact and secure sustainable funding. Continuing to work with the Children and Young People's Mental Health Task Force and the Youth Commission.

**Therapeutic:** continue to test and evaluate innovative models for adults and children and young people; with a view to developing a suitable alternative to address the gap of 7,181 children and young people being rejected through CAMHS.



Suicide Prevention: continue to build on the previous year's work in relation to delivering the results of the research commissioned by SAMH; contributing to the Scottish Government's National Suicide Prevention Leadership Group and the development of our own longer-term plans.

Wellbeing (incorporating our sport and physical activity work and the broader workplace wellbeing agenda): continue to roll-out existing and new initiatives across a number of areas with a view to attracting/securing sustainability and growth.

### Going concern assessment

Due to the significant cash resources available to the organisation of £5,825,662, short term investments of £3,000,000, surplus of £1,326,055, net current assets of £4,661,252 and its proactive method of maintaining relations with significant funders and suppliers, the Trustees believe that business risks will continue to be successfully managed through these uncertain economic times. This means that the Trustees have a reasonable expectation that sufficient resources are, or will be, available to support activities for the foreseeable future. The Trustees, therefore, consider it appropriate to continue to adopt the going concern basis of accounting when preparing the annual financial statements.

### Equality, Diversity and Human Rights

SAMH is committed to promoting an understanding of equality, diversity and human rights throughout the organisation and strives to ensure that no one experiences discrimination in their engagement with SAMH.

We strive to be an organisation that is truly representative of all sections of society and is dedicated to ensuring the health and wellbeing of all employees and service users. Our latest staff survey provided us with an up-to-date diversity profile noting that 46% of respondents declared a past or present mental health problem and 9% of respondents declared a disability.

We welcome recruitment applications from anyone interested in working for SAMH, and encourage applications from people with a disability, people from an ethnic minority background or people who have experience of mental health problems. We are an accredited 'Disability Confident Employer' and guarantee that applicants who declare on their application form that they have a disability, and who meet the essential criteria for the post, will be invited to attend for an interview. It is SAMH's policy wherever practicable to retain people in employment through reasonable adjustments. Our managers are trained and supported by our experienced Human Resources team to ensure compliance with legislation and best practice people management.

SAMH paid the Scottish Living Wage as a minimum rate of pay during the period and has a clear policy of paying employees equally for the same or equivalent work. We have a robust and transparent approach to recruitment, appointing candidates based on performance and competence, regardless of any protected characteristic. We published our 2018 Gender Pay Gap report in line with regulations. This reported similar results to 2017 and significantly lower than national averages. The Gender Pay Gap for 2018 was -0.77% (median) and -2.55% (mean).

### Employee Engagement

At SAMH people are our biggest asset and through their dedication, skills, compassion and resilience we are proud to provide recovery focused support and help to increasing numbers of people across Scotland. Our workforce is a rich blend of talent, who all share the same values. We strive to ensure that we create a range of opportunities to engage staff with the on-going development of the organisation; to support and to listen to everyone's views. Our employment practice aligns to the Fair Work Conventions Framework and subscribes to the belief that fair work is work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.

SAMH encourages all staff to work towards a healthy work life balance; and during the year we successfully maintained our Healthy Working Lives Gold Award. We are committed to ensuring and promoting good physical and mental health for all staff; and we utilise a wide range of approaches and initiatives to support health and wellbeing at work, such as:

- an open culture which promotes mental health at work; supportive workplace policies and practice, including Wellbeing at Work, Managing Stress in the Workplace, Respect at Work, Performance and Supervision, Family Leave, Sickness Absence and Flexible Working;
  - early intervention and support for staff who are absent from work through sickness; and the inclusion of regular health and wellbeing discussions as part of ongoing performance management;
  - provision of a professional, confidential Employee Assistance Programme for staff and their families; and an occupational health service to support staff with any physical or mental health problems they may have;
  - training for all staff, including mental health awareness, maintaining (your own) wellbeing, and suicide awareness / intervention skills; specific training for managers on how to manage mental health in the workplace; and advice, guidance and training for managers from our experienced HR team;
  - a strong Trade Union partnership through our Voluntary Recognition Agreement and regular JNCC (joint negotiation and consultation committee) meetings to discuss matters affecting the organisation and employees.
- Specifically during the year we:
- Engaged staff in special interest discussion sessions in relation to key areas of care and recovery and suicide prevention. Input from the sessions contributed to our on-going business plan and strategy development.
  - Published results in June 2018 from the staff survey which focused on 3 key areas: Health and Equalities, Healthy Working Lives and HSE Stress Standards encouraging managers to discuss with their teams and identify local actions. We used feedback through the survey to inform organisational activity including: revisions to policy (Lone Working and Smoke-Free policies) and the introduction of Mindfulness taster sessions (planned for May 2019).
  - Delivered a planned programme of internal communications to all staff using a range of channels. We focused on strategy developments, health & safety, mental health and wellbeing, learning and successes from across the organisation and policy, procedure and practice updates. In anticipation of the UK's exit from the European Union (EU), we shared available guidance on the EU settlement scheme with managers, staff and people supported by a SAMH service who may be affected.
  - Continued to invest in the learning and development of our staff:
    - Sought agreement to invest in a new learning management system in 2019, providing all staff with access to an enhanced library of learning resources for mandatory and ongoing professional and personal development
    - Provided access to 198 individual training sessions or e-learning modules
    - Delivered 12 manager workshops across areas of good practice people management
    - Through 2 successful applications for external funding from Scottish Government (Voluntary Sector Development Fund and Flexible Workforce Development Fund) we were able to:
      - Continue to deliver in partnership with Glasgow Clyde College a 3-day course for 'Therapeutic Approaches' for 89 staff and managers working directly with people that we support.
      - Support staff to achieve the required qualification level, currently 84% of our front-line staff are qualified or working towards an SVQ qualification in line with the Scottish Social Services Council (SSSC) registration requirements.

- Reviewed the longer term organisational and people requirements to enable the strategy and developed a framework for organisational and people development. In addition, we agreed plans to review Talent and Strengths of our staff aiming to gather more data on the diversity of skills and experience we have across the organisation.
- Continued our commitment to the 'Living Wage' set by the Living Wage Foundation by increasing the lowest paid workers to £8.75 per hour including sleepover (the living wage rate at the time); and recognised all staff by implementing a 1 year pay settlement of 2% following negotiation with our recognised union.
- Held regular positive and productive meetings with our recognised Trade Union, Unite the Union, and through quarterly Health and Safety meetings between management and Trade Union we reviewed accident, incident and audit summary reports.

**Disclosure of information to auditor**

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow Trustees, each director has taken all the steps that he/she is obliged to take as a director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditor**

A resolution to re-appoint Ernst & Young LLP as the company's auditor will be put to the forthcoming Annual General Meeting.

In their capacity as Directors of SAMH, Trustees approve the above Strategic Report incorporating the Trustees' Report.

**Chris Creegan**  
**Chair**  
**6 August 2019**

SAMH is the Scottish Association for Mental Health.  
Scottish Charity No. SC008897

Registered Office:  
Brunswick House  
51 Wilson Street  
Glasgow G1 1UZ

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