

GROUP REPORT

YEAR ENDED 31 MARCH 2020

Registered Charity No. SC082340



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 2020 Audited Report and Financial Statements.

Full Audited Statements are available at Companies House.

www.gov.uk/organisations/companies-house and at samh.org.uk

Trustees

Chris Creegan Chair
 Anthony Dick Treasurer
 Catriona Headley
 Elizabeth Humphreys
 Professor Robert Hunter
 Shona Littlejohn
 Stephen Martin
 Rev Stuart MacQuarrie
 Graeme McAlister
 Alexandra Wright

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 of 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

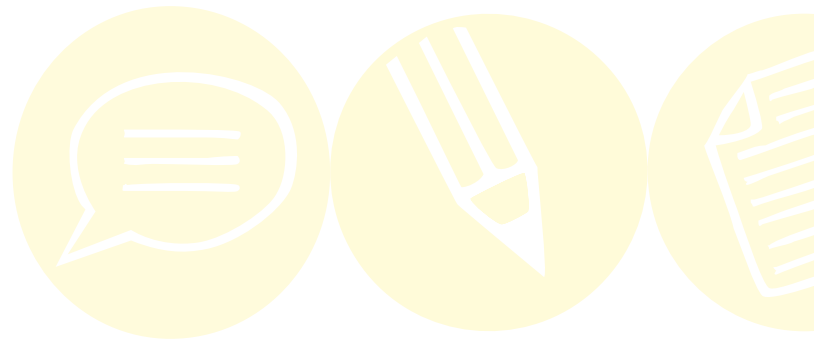
Barclays Investment Solutions Ltd
 155 St Vincent Street
 Glasgow G2 5NN

Brewin Dolphin Ltd
 Sixth Floor, Atria One
 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

At SAMH we strive to ensure that all our services are person-centred and recovery-focused; promote social inclusion and challenge stigma; and reflect our Vision, Mission and Values.

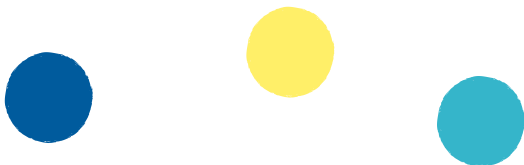
Over the last few years, to complement our social care support, we have introduced new and dynamic services that place mental health within the context of everyday life and open-up opportunities for people to engage with activities to support their mental health and wellbeing in different ways and settings. We recognise the importance of working collaboratively with others and during the year we continued to strengthen and develop partnerships with a range of organisations.

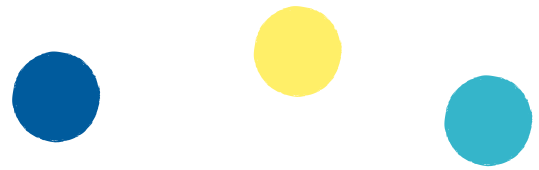
Last year in relation to future plans we said that we would focus on our key priorities (as identified through previous consultation with key stakeholder groups) linked to: children and young people, wellbeing, therapeutic and suicide prevention. We believe that we have achieved progress across all aspects of our work.

This is illustrated under the overarching goals:

- **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.
- **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.
- **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 discrimination experienced by people with mental health problems or mental illness.

During the latter part of the year we had to respond to the unprecedented challenges of the worldwide pandemic Covid-19. We believe we adapted quickly and have been working hard to understand how we can continue to positively respond to the challenges presented; and how best we can assist and enable people to alleviate the negative impact on their mental health and wellbeing.





In responding to the coronavirus outbreak our main priority was to ensure the safety and wellbeing of our staff and the people we support. We initiated our business continuity planning; adopted the use of telephone and digital technology, where appropriate, to ensure we continued to deliver support to people; maintained delivery of face-to-face support where necessary, for example, in our care home and care at home services; facilitated the majority of our staff to work from home; and set-up a new coronavirus information hub on our website.

Throughout this period we adapted our approach to governance to support the Executive Team's efforts in responding to the pandemic. This included an additional Board meeting on 16 April 2020 to specifically consider the organisation's response to the coronavirus pandemic and financial and fundraising impact assessments (further detail is provided on pages 23 and 24 of this report); ad-hoc Executive communication and briefings between meetings, weekly communication between Chief Executive and Chair; and we have continued to review the situation throughout the period.

Having commenced our strategic development work in early 2020 through Board meetings and away days, initially focusing on planning and development, ambition statements, evidence, evaluation and data review and initial brand review, we took the decision to delay the remaining phases of strategy development. These were to include external environment analysis, stakeholder and audience testing and options appraisal, which would have finalised our new strategy.

This enabled us to take time to reflect and incorporate learning; to better understand how we can respond to the needs of people on a day to day basis and those whose mental health has been particularly affected by Covid-19; and what we need to do organisationally to adjust to the external environment. Given our existing plan ended at March 2020, we have extended the core business priorities within that plan for 2021 and anticipate the final decision on the new three year strategy is likely to be reached in late 2020 / early 2021.

On behalf of SAMH's Trustee Board I want to pay tribute to our entire staff team. They make SAMH the organisation it is today. We are immensely proud of their on-going commitment and dedication and particularly by the way they responded to the challenges presented by the coronavirus pandemic.

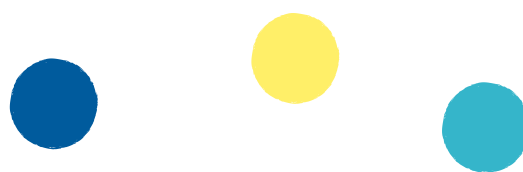
Thank you also to the thousands of people who supported and raised funds for us: without your help and generosity we could not provide our charitable services.

SAMH has been supporting Scotland's mental health for almost 100 years; and with your help, we shall continue to do so to the best of our ability.

Chris Creegan
SAMH Trustee Board Chair

Summary of the support, reach, engagement and activities with our key stakeholders

FY2020	FY2019	SERVICES
9,000	6,574	People supported through our community-based services.
97%	94%	Of our grades awarded to our services inspected by the Care Inspectorate were good to excellent.
199	217	Suicide interventions carried out by SAMH staff.
160	200	People supported into employment.
Training Resources		
6,194	4,293	People accessed one-to-one, group or e-learning resources covering mental health training, awareness and suicide prevention.
267	376	People engaged in our Tools for Living self-management/personal development and resilience training.
18,034	11,387	People completed our Well-being Assessment Tool.
Surveys, Consultations, Community Events		
7,763	7,887	People engaged through a range of surveys, consultations, focus groups or community events.
Public Affairs		
12	20	MSPs and MPs visited SAMH services.
16	12	Significant UK and Scottish Government consultations responded to; briefings issued and evidence provided.



FY2020	FY2019	SERVICES
Information		
4,360	3,651	Enquiries responded to from individuals requesting information, resources and help-seeking advice.
22,469	20,121	Resources accessed including downloads through our website.
Media Engagement		
61,800	45,314	People engaging with us through social media
1,723	3,268	Mentions in the media including radio and television covering our work.
Supporters and Events		
39,651	24,812	Number of supporters.
4,623	2,219	People took part in one or more fundraising activity.
46	45	Active corporate partnerships during the year ¹ (FY2019 re-stated).
See Me and Respectme		
8,481	9,535	Hours of volunteering activity delivered through see me.
940	869	Professionals, parents, carers participated in training utilising our anti-bullying resources.
14,037	7,426	Resources accessed including anti-bullying leaflets downloaded.

¹ During the year the definition of Corporate Partner was changed and was applied to companies who engaged with us on more than one occasion over a period of time. This definition was retrospectively applied.

As previously noted we continue to deliver under our three strategic goals – an update on activity throughout the year is provided below.

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.

Physical Activity and Sport

Our work within physical activity and sport continues to be a cornerstone of our promoting good mental health and wellbeing work, with our pilot programmes building a strong evidence base and business case for future sustainability and scaling.

We successfully completed the pilot phase of The Changing Room. Launched in 2018 this project is aimed at men aged 30 – 64 years with an interest in football. **235** people have engaged with the 12-week project to-date (62 during the last year). The Changing Room is operated through the football clubs of Hibernian and Heart of Midlothian. The interim external evaluation² carried out in May 2019 demonstrated a strong performance both against national and international measures and in comparison to the other pilot programmes with significant increases across life satisfaction, wellbeing and social support; greater self-awareness and improved mental health as a result of the safe space created through the project. Additionally The Changing Room achieved ‘Investing In Volunteers’ accreditation, the UK quality standard for good practice in volunteer management.

The evaluation notes that the Changing Room is a highly inclusive programme and the model has been effective in recruiting and retaining engagement of men in their middle years with the programme. This evidence base has led to further funding being awarded from the Movember Foundation in order to further scale the programme across professional football clubs in Scotland over the next three years.

Furthermore we retain the intellectually property rights of The Changing Room brand which augurs well for future sustainability and associated expanded development proposals.

During 2019 we developed and secured funding for a three-year strategic partnership with **sportscotland** which was launched by SAMH Ambassador Sir Chris Hoy on Mental Health Awareness Day 2019. This new partnership will see the two organisations work together to build capacity within **sportscotland** staff, partners and wider network; undertake targeted development work across specific locations; and develop in-depth mental health and wellbeing programmes for delivery in schools and communities across Scotland via Active Schools and Community Sports Hubs. Over the longer term this partnership will seek to develop opportunities to embed mental health and wellbeing across a broad range of sporting bodies and generate further development proposals under our strategic income pipeline.

SAMH, in partnership with Scottish Athletics, continued to jointly invest in **jogscotland** and over the last year has begun to self generate income through a variety of different programmes including Community Strides and Jogability. These programmes and associated campaigns such as ‘I’m Here’ continue to increase participation levels; build the capacity of Jog Leaders to engage in mental health conversations and reduce barriers to participation; and engage with a number of target groups including BAME communities.

2 Propel Centre for Population Health Impact & First Person Consulting (2019). Social Innovators Challenge: The Changing Room’s Story So Far. Waterloo, Ontario, Canada: Propel Centre for Population Health Impact, University of Waterloo.

During the year **jogscotland** was presented with the Frame Innovation in Sport Award in 2019 at the Scottish Women in Sports Awards for its work including the 'I'm here' mental health campaign and there was a specific **jogscotland** mental health award at the Scottish Athletics annual awards ceremony.

Active Living Becomes Achievable (ALBA) is a behaviour change programme aimed at helping people with poor physical and/or mental health to increase and maintain their physical activity levels. The programme was extended to March 2020 and the evaluation was carried out in February 2020. Across the full period of the programme we engaged with **347** participants (2019, 265); delivered mental health awareness capacity building training to 4,184 people across stakeholder groups; and recruited 26 peer volunteers.

The evaluation, carried out by Napier University³ as part of a PhD thesis, highlights that ALBA was effective at promoting mental health recovery through increasing adherence to physical activity, achieving:

- Adherence rates of 53% (compared to the 20% average for other physical activity referral schemes).
- Sustained increase in participant wellbeing (approaching parity with the general population) and physical activity levels; an increase in confidence and ability to self-manage their mental health and wellbeing; and increased chances of employment, training, volunteering.

- Decrease in reliance on statutory/primary/secondary care and/or medication.

Although this fixed term funding has now come to an end, this evidence base has been used to build the business case for the sustainability and growth of the programme and opportunities for funding are being considered within our strategic income pipeline.

Scotland's Mental Health Charter for Physical Activity and Sport continues to have a high level of traction with a wide variety of organisations. To date over 400 organisations and groups have signed up to the charter and 65 of those have completed their mental health and wellbeing action plans. A new online campaign comprising a series of short films featuring organisations and individuals has also been created.

Workplace Wellbeing

As part of our on-going commitment to improving our Workplace Wellbeing offer, during 2019 we have continued to invest in building capacity and products.

Through our strategic partnership with Mind we finalised the licensing of three core quality assured Workplace Wellbeing products which will be offered alongside a wider set of learning and development assets. Under the current circumstances the launch of our refreshed offer has been delayed until later in 2020 however we will continue to explore other delivery options including digital.

During 2019 we were awarded our largest training contract with NHS Greater Glasgow and Clyde to deliver training to non-mental health staff as part of its Mental Health Improvement Capacity Building. We also held a successful event in the North East, hosted by one of our corporate partners, which saw over 20 organisations who were largely new to SAMH come together to discuss workplace wellbeing.

In order to be an organisation which continues to lead by example regarding mental health and wellbeing, internally we created our Organisational and People Development Framework covering 6 themes: organisational design and resourcing, reward and recognition, workforce development, engagement and culture, enabling systems and processes, and change leadership.

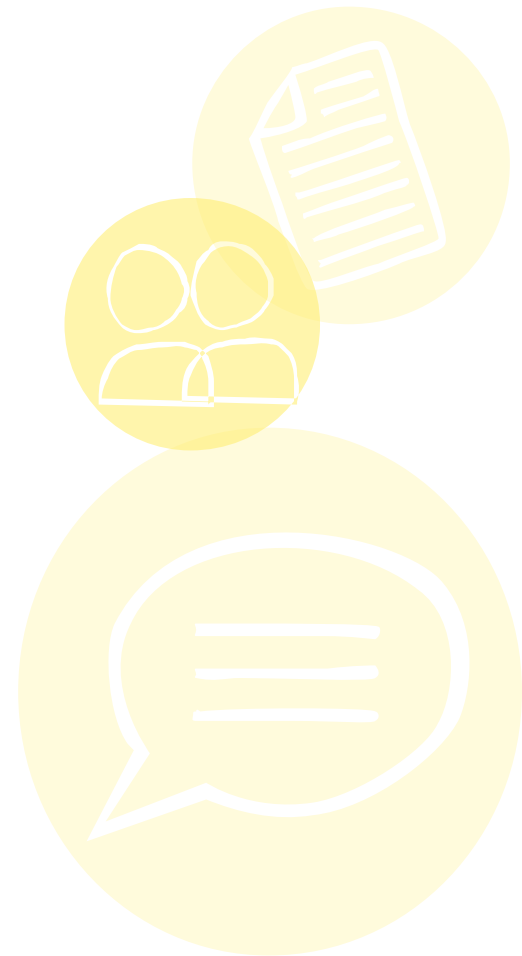
During the year we:

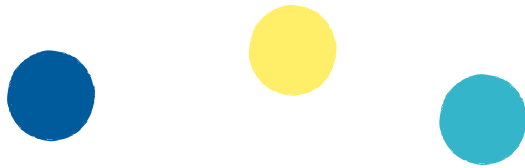
- Developed our new wellbeing framework: “Our Wellbeing Matters”.
- Implemented a new learning management system, LearnPro, providing access to over 100 online courses and resources to support on-going professional and personal development.
- Introduced new mindfulness sessions receiving positive feedback from staff.
- Engaged with all our staff through an online survey and staff forums across the country to explore what mattered to them when it came to their own wellbeing at work.

Community Engagement

We participated in and delivered a range of events within local communities across Scotland: from information stalls and workshops; to open days and gardening shows; schools and further education to corporate partners.

- SAMH staff delivered over **420** events in a range of settings, providing information and promoting good mental health and wellbeing; promoting social inclusion and challenging stigma.
- Our Social Therapeutic Horticultural Services won many awards, including: a Gold Certificate for their showcase design; Silver Gilt for their trade stand and the highly coveted People’s Choice Award at the Dundee Flower and Food Festival: the Novice Gardener Award for one of the service users; First Place for Best Community Garden in Dundee and Gold as Bonnie Dundee entry and a Beautiful Scotland Award. They also participated in Gardening Scotland 2019.
- Our Redhall Walled Garden welcomed **1,610** visitors (2019, 1,562) as part of open days; hosted 12 volunteer groups from SAMH’s corporate partners; and delivered a range of interactive workshops and courses for people attending the service. The outcomes achieved by people engaging with the service included: **7** (2019 **3**) people supported into employment; 8 people gained volunteer roles; 15 people attained ECDL certificate and 27 people supported to access physical health facilities in the community.





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.

Children and Young People

We continued to develop and enhance our offering to support children and young people, parents/carers and wider communities who engage with them and we will continue to do so until no young person is turned away from mental health support when they need it.

Over **4,600** people (50% of whom were teaching staff) accessed our mental health and wellbeing e-learning resource, We All Have Mental Health. This resource is based on the Curriculum for Excellence and has received positive feedback.

During the year we engaged with over **2,750** children and young people, **1,050** parents, carers, teachers and support staff through a variety of programmes:

- Our Connect programme was delivered across 4 local authority areas (Edinburgh, Glasgow, West Dunbartonshire and West Lothian) delivering a 'whole school' approach to mental health and wellbeing with an emphasis on transition from primary to high school, or high school to college.
- In partnership with Young Scot, the Youth Commission for Mental Health Services concluded its 16 month review and published its final report in May 2019. The report contained 36 commitments across 5 themes and these recommendations have been largely accepted by Scottish Government.
- We continued with our two-year plan to second a teacher to SAMH. The role focused on the development of Personal, Social and Health Education lesson plans covering P1 to S6. The primary school age lesson plans have been successfully trialled with two primary schools and plans are in place to conclude this exercise in 2020.
- We concluded the appraisal and purchase of mental health and wellbeing materials developed by Wallace High School from their groundbreaking whole school approach to their mental health programme.
- We partnered with the National Theatre for Scotland on the Like Flying programme which engaged performance arts and aerial acrobatics with students at two secondary schools. 79% of young people who participated said they felt more confident as a result and 86% stated they felt more comfortable with others.
- Worked in partnership with:
 - The Princes Trust in 'Mind their Gap' developing bespoke mental health training for their staff.
 - Youth Access, Scottish Youth Parliament and others to commence the Youth Access Project that involves young people to identify, consult and advocate for a new community based model for youth mental health.

SAMH Therapeutic

Aligned to our strategic pillar SAMH Therapeutic and as committed to in our annual business plan, we invested in trialling a therapeutic pilot for adults, children and young people with the aim of identifying alternative therapeutic pathways to traditional statutory health services. Utilising the Living Life to the Full (LLTTF) model which was developed by Professor Chris Williams (Director of Five Areas Ltd and Emeritus Professor of Psychosocial Psychiatry University of Glasgow) the pilot trained **86** people to deliver the resources and engaged with over 800 individuals through group and 1-1 sessions. The evaluation is currently being concluded, however early indications confirm clearer positive outcomes for adults and children within primary schools, with teachers reporting an increase in knowledge and confidence in supporting children with mental health problems. As part of the pilot we worked with NHS Lothian (South Edinburgh Child and Adolescent Mental Health Services (CAMHS)) specifically focussing on young people who were not appropriate for CAMHS. As a result of this work we will be developing a programme to support young people who require non-clinical support for commencement later in 2020.

Our Community Services

Our community services (operating in 22 local authority areas) promote social inclusion and challenge stigma and provide opportunities for people to achieve person-centred goals through a range of services/activities designed to support their mental health and wellbeing in different ways and settings. During the year our community services supported over **9,000** (2019, 6,574) people – an increase of 37%.

Our Link Worker programmes provide short-term interventions and person-centred responses by working collaboratively with people, GP practice teams and across communities. During the year we have supported **2,092** people (2019, 3,443) across North Lanarkshire and **1,972** (2019, 761) across Aberdeen City. A recent evaluation of our Aberdeen service highlighted a significant improvement in the quality of people's lives; a reduction in loneliness and a positive impact on alleviating some of the pressures within primary care.

During the year we provided a Distress Brief Intervention (DBI) service to over **850** people (2019, 382) in the Borders. An interim evaluation of the service demonstrates the positive impact on the majority of people who are referred enabling them to establish more control and manage their distress effectively. In addition the service was expanded to support 16 – 17 year olds. As part of the team involved in delivery we were delighted that the programme received the Care for Mental Health Award at the Scottish Health Awards in November 2019. In April 2020, the First Minister announced the expansion and further development of the DBI programme to support the national response to coronavirus.

We are delighted that SAMH has been appointed as one of the level two delivery organisations within the expanded programme.

- We launched Sam's Café in Kirkcaldy last year as a pilot peer support service offering crisis management support to people. During the year the Café provided support to **342** people and has now been extended to sites in Dunfermline and Victoria Hospital Emergency Department, offering an alternative to clinical interventions.
- My Life Dynamic provided support to **850** people (2019, 208) with mental health problems and those with autism living in Aberdeenshire to strengthen their self-resilience through one-to-one resilience coaching, a listening project (counselling), therapeutic horticulture and employment support.
- Staff teams supported **267** people (2019, 376) to achieve certificates in SAMH's self-management/personal development and resilience 'Tools for Living' training programme.
- Our National Employment Team supported **153** (2019, 197) people into employment through a range of programmes including Employ-Able Service, supporting veterans with mental health problems throughout Scotland; Fair Start Scotland and Individual Placement Support (IPS: an evidence-based model to support people to achieve mainstream employment). During the course of the year NHS Greater Glasgow and Clyde expanded the contract to deliver IPS.

SAMH had 36 services registered with the Care Inspectorate and at the end of August 2019, all SAMH services were classed as Low in relation to the Care Inspectorate's Risk Assessment score; with:

- 93% of our housing support services operating at 'good' or above versus 89% nationally.
- 93% of our care at home services operating at 'good' or above versus 84% nationally.

SAMH had no incidents during the year which triggered its Duty of Candour.

Information

Following a considerable period of review, we took the decision to significantly invest in our Information Service and as part of our strategic partnership with Mind we have commissioned them to deliver our Information Service as part of an outsourced provider agreement with Connect Assist. This arrangement will provide people with an enhanced offering including increased capacity, extended operating times and greater quality assurance. The reprovisioned service launched in December 2019 and active promotion of the service began in April. Over the course of the year we responded to and supported **4,360** people (2019, 3,651).

18,034 people (2019, 11,387) completed our Well-being Assessment Tool and our Information resources were accessed **22,469** (2019, 20,121) times this year.

On 18 March 2020 we launched a new Coronavirus and Mental Health and Wellbeing Information web hub based around 3 clear key messages of: Protecting your mental health while

isolated; Providing help and information if you have a mental health problem; Supporting your loved ones; and introduced a blog covering information on real-life experiences. Within the first month we recorded **30,000** unique visitors.

Suicide Prevention

Every day we work to prevent suicide and to support those affected and we continue to invest in funding new research, training and information provision on suicide prevention.

We launched our Suicide Prevention Strategy which outlines 6 priority areas for our work in Scotland:

- Launch a toolkit for every school, workplace and community affected by suicide.
- Increase our resource to deliver a suite of suicide intervention training across Scotland.
- Develop our work on a 14 day therapeutic service for people in distress.
- Create an exemplar local suicide prevention programme through increased knowledge, understanding and support tailored to the local environment.
- Informed by people who have been affected by suicide, produce a refreshed suite of information resources.
- Bring together organisations working on men's mental health to collaborate and share good practice.

Over the course of the year:

- **199** suicide interventions carried out by SAMH staff.
- **96** staff trained in suicide prevention.
- **779** people participated in mental health awareness and suicide prevention training.

We are now within the second year of our 3-year commissioned PhD Research 'Towards an Enhanced Response to Suicide Risk in Men' in conjunction with Professor Rory O'Connor, of the Suicide Prevention Behavioural Lab at the University of Glasgow. Analysis of the qualitative data (based on in-depth interviews with men who have experience of suicide) is still being undertaken but some early conclusions reported include challenges around traditional masculinity, difficulty in asking for help and stigma associated with poor mental health and suicide.

With men in their middle years being an identified target audience, we hosted a summer internship which mapped men's mental health and suicide prevention groups across Scotland and found that groups were: most often borne out of personal experience or tragedy; locality driven and connected; received little or no funding; and existed for a limited time. We invited representatives from a number of groups to share information, experiences and good practice with a view to considering next steps.

We continue to be a proactive member of the Scottish Government's National Suicide Prevention Leadership Group (NSPLG), represented by our Chief Executive, and during this year have been leading on 3 key areas of the delivery implementation plan:

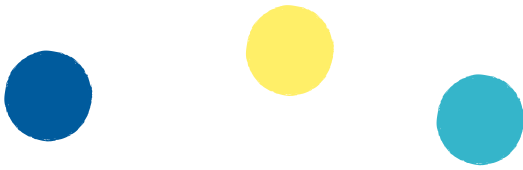
- Lived Experience Panel (LEP): with partners we were commissioned to lead and facilitate the group. Activity during the year included a public launch in September 2019, undertaking a significant recruitment exercise which garnered over 100 applicants and developing an induction and engagement plan for members of the panel. Now established, the LEP is continuing to provide input and guidance to the work of the NSPLG.
- Action 3 – Public Awareness and Campaigns: during the year we engaged specialists to carry out stakeholder and audience testing in relation to brand and campaign development and are due to launch the brand during 2020.
- Action 7 – Engagement with At Risk Groups: we developed an engagement proposal and timeline and commissioned the Academic Advisory Group (which supports the NSPLG) to undertake a literature review to inform the wider engagement exercise with groups and audiences considered 'At Risk / Hardest to Hear'.

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 discrimination experienced by people with mental health problems or mental illness.

Covering a broad spectrum of issues, we continued to pursue a progressive agenda to achieve significant and lasting outcomes for people with mental health problems or mental illness.

Influence and Change

- We engaged with MPs and MSPs in relation to:
 - Universal Credit: following the General Election in December 2019, we wrote to all Scottish MPs to ask for help in changing Universal Credit. We created an animation on social media, voiced by a volunteer who had been affected by Universal Credit. Four MPs subsequently visited SAMH services and we held meetings with a further three to discuss the issue.
 - Guide to Mental Health: in partnership with Samaritans, Support in Mind and the Royal College of Psychiatrists we developed a guide to mental health information pack which was sent to all Scotland's MSPs.
 - Awareness raising: we facilitated visits for 7 MSPs and one MP to demonstrate the work of our services in their constituency.
- Our tenth Scottish Parliamentary reception took place in May 2019 with over 130 attendees including MSPs, SAMH service users and supporters coming together to celebrate the benefits of physical activity in protecting mental health.



- We updated SAMH's Views on social care charging and suicide prevention, issued a new SAMH View on human rights and undertook work on developing our view on Seeking Treatment for Depression.
- We were appointed as secretariat to the Scottish Parliament's Cross-Party Group on Mental Health.
- Over a thousand people responded to our survey and 17 people participated in two public consultation events to help inform the of our SAMH manifesto which will be produced ahead of the Scottish Parliament election in 2021.
- The results of an annual MSP Survey showed SAMH was considered the most effective charity with 98% of respondents viewing us as effective or very effective.

Campaigns and Resources

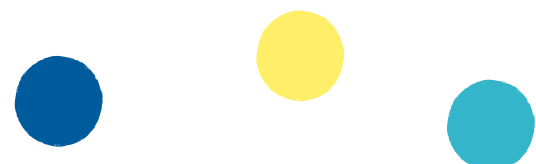
- We launched:
 - 'Decisions were made about me not with me', informed by the experiences of 281 people seeking treatment and support for depression. The research highlights that approximately 50% of those surveyed had not been referred for psychological therapy, with a similar number not offered treatment and support options. Barriers to accessing treatment and support included waiting lists for psychological therapies, lack of services, short GP appointments and the symptoms of depression itself.
- 'Testing Times' focusing on exam anxiety and encouraging young people facing exams to discuss their emotional wellbeing openly with peers and adults.
- We successfully campaigned on:
 - Phasing out non-residential social care charging by the end of the next Scottish Parliament. The government has announced its intention to remove the charge which means people will no longer have to make a financial contribution to the social care they receive.
 - Extending the timescales for people challenging a decision on their disability benefit in relation to the new social security system being set up in Scotland.
- We kept up our campaigning on the issue of children and young people being rejected from Child and Adolescent Mental Health Services. Based on the evidence we submitted, the Scottish Government has promised to introduce 2 new services for young people (a new mental wellbeing service for young people and a new crisis service).
- We called for clearer timescales for meeting the recommendations outlined in the Audit of Rejected Referrals to Child and Adolescent Mental Health Services (CAMHS) – previously accepted by the Scottish Government; and specifically for the development and implementation of the community mental wellbeing service for 5 – 24 year olds.

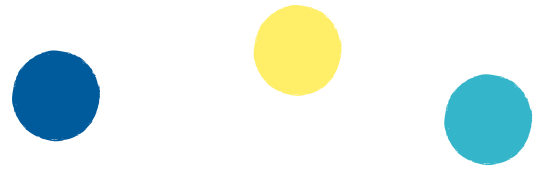
Consultations

We contributed to a range of consultations issued by governments and key decision-makers:

- Scottish Government:
 - Improving Disability Assistance in Scotland: we continued to argue for mental health to be central in Scotland's new social security system.
 - Pandemic influenza and mental health legislation: we expressed concern about possible limitations to people's rights without proper scrutiny and clarity.
 - Scottish Government/COSLA: 'Public Health Scotland': we argued for a sustained focus on suicide prevention.
- Scottish Parliament:
 - Health and Sport Committee Inquiries:
 - Social prescribing of physical activity and sport, calling for the Scottish Government to make exercise referral schemes available nationwide to continue its support for Action 31 of the Mental Health Strategy 2017-27.
 - Future of primary care, highlighting the importance of patient choice problems and of involving people with lived experience in the design and delivery of services, as well as calling for expansion of the Link Worker programme and increased sustainable investment in mental health that is proportionate to population need.

- Social Security Committee’s Benefit Take-up inquiry, welcoming the legal duty on the Scottish Government to promote benefit take-up and calling for the application and assessment processes of disability benefits to better support people with mental health problems.
 - Education and Skills Committee on school-based counselling, asking the Committee to explore whether levels of deprivation should influence funding for counselling in a particular area. We also shared our learning from visits to Northern Ireland and Wales, where school-based counselling is more advanced.
 - SCORSS’s (Scottish Campaign on Rights to Social Security) submission to the Scottish Commission on Social Security, which is considering regulations on Disability Assistance for Children and Young People. We highlighted the need for eligibility criteria to be fully inclusive of young people with mental health problems.
 - UK Government’s consultation ‘Online Harms’: we contributed to a response from the National Suicide Prevention Leadership Group suggesting that directing people to sources of support is equally as important as removing harmful content.
 - Independent Review into Forensic Mental Health Services, using the experiences of our service managers to shape a response calling for better communication with services supporting people who are referred through a forensic route.
 - General Teaching Council for Scotland’s consultation on its Professional Code and Standards. We called for mental health to be explicitly highlighted in the Code and Standards and not to be subsumed in wellbeing.
- See Me and Respectme**
- SAMH is the lead managing partner for See Me and Respectme, the Scottish Government’s anti-stigma and discrimination and anti-bullying programmes respectively.
- See Me is funded by the Scottish Government and Comic Relief with a focus on ending mental health stigma and discrimination. The Mental Health Foundation Scotland, our partner, has recently completed the final part of the Three Year Evaluation Reports⁴ demonstrating the impact that the programme has achieved across key areas:
- Workplace – A See Me in Work peer network was established for the leads in organisations working through the programme to provide them with an opportunity to learn from each other and talk through any challenges they face (engaging with 28 employers, 27,774 employees with 266 completing workplace e-learning).
 - Health and Social Care – There has been a strong focus on the creation of resources specifically for health and social care settings. These have been developed with lived experience voices at the core, to reduce stigma through social contact with an equal power balance.
 - Campaigns and Communications - See Me won the Empowering Children and Young People Award for FeelsFM at the digital health and care awards. Time to Talk Day 2020 was again very successful and this year See Me more than doubled the number of organisations who ran events on the day.
 - Education and Young People – Continuation of the roll-out of a local authority approach in North Ayrshire and Lanarkshire, engaging with 17 schools, 35,014 pupils with 122 staff and 449 pupils trained in Scottish Mental Health First Aid.
- Respectme is Scotland’s Anti-bullying programme, funded by the Scottish Government and managed by SAMH in partnership with LGBT Youth Scotland.





To inform future directions and positions two exercises were concluded this year; the first was a training review to examine and support redevelopment of the current *respectme* training for professionals. The second was a stakeholder consultation to understand their current focus and priorities relating to anti-bullying and *respectme*'s role in providing effective leadership and support.

A refreshed set of strategic aims and outcomes was agreed to underpin a repositioned *respectme* including: effective policy into practice; reaching beyond the traditional spheres of influence; and a greater emphasis on co-design with young people. Some of the key highlights during the year included:

- The launch of the 'Change Starts with Us' campaign aimed at informing and supporting youth-led anti-bullying activity through the development of a series of resources (including lesson plans) for primary and secondary age children. There were 9,000 unique visitors to the CSWU mini-site, with 4,628 downloads.
- A series of "Campaign Café" events involving pupils from twelve schools gathering at Coatbridge High School to share learning and discuss their anti-bullying plans for the school year ahead.
- The launch of the 'Think Before You Type' campaign led by *respectme* in conjunction with NSPCC, Angus Council and all 8 secondary schools in the region. A Youth Advisory Group was created (with pupil representation from each secondary school) to develop recommendations to inform the Council's new Anti-Bullying Policy.

- Development of new training resources working with:

- Education Scotland to develop a training resource on autism and bullying. Early this year two successful pilot sessions were held with Education Scotland staff and parents of children with autism.
- Scottish Prison Service leading to the development of their 'Think Twice' anti-bullying strategy; this included delivering a radio broadcast across the prison estate; an extensive training programme for officers; and a workbook for offenders to help them reflect upon and change their negative behaviours. It is envisaged that this nationwide initiative will result in a production of artworks to be displayed within different local settings and within the SPS headquarters in Edinburgh.

During the year the organisation was represented on/contributed to the work of:

- Minister for Mental Health / Scottish Government's Mental Health Delivery Board which had oversight of and influence into the implementation of the Scottish Government's National Mental Health Strategy.
- Children and Young People's Mental Health and Wellbeing Programme Board.
- Disability and Carers Benefits Expert Advisory Group, which advises Scottish Government on introducing new devolved social security payments.
- Scottish Government's Student Mental Health and Well Being Working Group.
- Scottish Government's Mental Health Working Group on School Staff Training.
- National Union of Students (NUS) Think Positive Project.
- Mental Welfare Commission's Advisory Committee.
- Centre for Mental Health and Capacity Law's Advisory Board for the Mental Health Tribunal Project.
- Scottish Government National Suicide Prevention Leadership Group.
- Children and Young People's Mental Health Taskforce.

Equality, Diversity and Human Rights

We engaged with the Scottish Government and other stakeholders on the changes to mental health and social care legislation as a result of the coronavirus outbreak. Following our calls for greater oversight of the emergency mental health legislation, which would lead to substantial restrictions on individual rights if triggered, SAMH is now represented on a Scrutiny Group led by the Mental Welfare Commission. We will continue to raise concerns about the mechanisms for triggering and revoking the emergency legislation with Scottish Government. We are also working with the Scottish Government to produce guidance about the changes for people subject to the Act.

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 64% of respondents declared a past or present mental health problem and through a previous survey, 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.

During the year we were proud that SAMH became an accredited Living Wage Employer 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 2019 Gender Pay Gap report in line with regulations. The Gender Pay Gap for 2019 was -0.91% (median) and 4% (mean), significantly lower than national averages.

Employee Engagement

At SAMH people are our greatest ambassadors 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 employment practices align to the Fair Work Convention Framework and subscribe 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.

Our Organisational and People Development Framework sets out internal priorities across six themes: organisational design and resourcing, reward and recognition, workforce development, engagement and culture, enabling systems and processes, and change leadership.

As part of engagement and culture, our new wellbeing framework, Our Wellbeing Matters, sets out three overall aims:

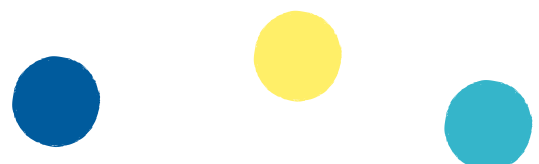
1. **Prioritise** employee wellbeing and mental health as a **strategic objective**.
2. Be **the best employer we can be** for mental health and wellbeing at work practices in Scotland.
3. Enable **happy, healthy** and **productive** workplaces, where we can be ourselves and **thrive** at work.

We remain committed to ensuring a positive culture around physical and mental health for all staff utilising a range of approaches, such as: leadership commitment and regular communications, supportive policies and practice, early intervention and support during sickness and regular supervision, confidential employee assistance programme, counselling and occupational health; and training for all staff on mental health and suicide prevention.

During the year, key initiatives included:

- Implementation of a one-year pay settlement of 3% following negotiation with the recognised union.
- Introduction of a new:
 - Initiative to support staff with self-care: with staff receiving 2 paid wellbeing days per year.
 - Learning Management System providing access to over 100 online courses and resources to support ongoing professional and personal development.
- Engagement with staff through:
 - Talent and Strengths review of the workforce was completed by 162 staff (27%), to understand areas of strength and development and inform strategic plans.
 - Wellbeing Survey with 262 staff (48%) responding providing feedback on current support structures, and what else we could do as an employer.
 - Face to face staff forum across the country, with a spotlight on SAMH developments and staff wellbeing with 94 staff participating.

We continued to hold regular positive and productive meetings with our recognised union, Unite the Union, on many staff matters including quarterly health and safety reviews.



Supporters

A huge note of thanks goes to our donors, supporters, and fundraisers - without their help and generosity we could not provide our much needed charitable services. Every penny donated adds up to greater support for people with mental health problems at a time when demand for our services is greater than ever. We can't thank you enough.

SAMH's Ambassador Sir Chris Hoy

We marked the 10th Anniversary of Sir Chris Hoy as SAMH's Ambassador with an inspirational and celebratory evening hosted by Sir Chris and supported by our corporate partners helping us to raise £55,000. As Sir Chris' nominated charity, SAMH received £17,900 when he participated in the television programme Catchphrase.

Funding Partnerships

We are extremely grateful to all of our funding partners for their on-going support for our work. We have highlighted the following:

In partnership with Mind and Inspire, we secured a 3 year UK-wide partnership with The Co-operative. All the funds raised in Scotland will stay in Scotland to support our work. We believe that this is a tremendous opportunity to connect with people in communities across Scotland about the importance of mental health and wellbeing. Funds raised will support a new community resilience programme.

Our two year partnership with Morgan Stanley, Glasgow office kicked-off this year with staff fundraising for one of our Connect pilot programmes supporting key moments of transition for children and young people. Over the partnership

the staff team aims to raise £160,000.

We secured the support of Edinburgh Children's Hospital Charity this year to fund a pilot programme with a local NHS Lothian CAMHS team. Young people in the CAMHS system were offered LLTTF sessions to support their mental health and wellbeing.

So many partners and organisations have supported Scotland's mental health this year, our thanks to everyone including: The National Lottery, Movember Foundation, Barcapel Foundation, RBS; The Weir Group; TechnologyOne and Jo Malone, London.

Community Fundraising

Our heartfelt thanks to everyone who took the time to do something amazing for Scotland's mental health this year. So many of you support our work for very personal reasons, we're here to support you and your fundraising. There are so many highlights across the year, but here are a few to mention:

- Back for its third year SAMH Stomp saw 664 supporters climbing the stairs of Murrayfield stadium in our unique stair climbing challenge, raising £158,120.
- Runs, walks and challenge events were again popular with our biggest ever teams taking part in Kiltwalks and the Edinburgh Marathon Festival. Across these two events almost 400 supporters raised over £110,000.
- Raising funds online is gaining in popularity, during the year we launched Facebook fundraising which saw 710 people raising funds to mark their birthday celebrations.

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 services for people.

Key financial results:

The following results reference to notes and pages of the full SAMH Group Report and Financial Statements which can be accessed at samh.org.uk. Group income at £19,321,163 (2019 £18,928,500) has increased by 2.1% on the previous year. The group surplus for the year is £1,174,992 (2019 £1,436,136). The result comprises increases in unrestricted funds of £1,138,377 and increases in restricted funds of £36,615. Notes 15 and 16, pages 45 - 49 provide further information on restricted and unrestricted funds respectively.

At £17,855,458 (2019 £17,648,564) expenditure has increased by 1.2%.

Fundraised income in total in the year was £3,211,440 (2019 £3,105,822); £2,066,152 from Donations and Legacies (2019 £1,779,378) and £1,145,288 (2019 £1,236,444) from Trusts and Foundations within income from Charitable Activities in the SOFA. Donations have increased by 14.3% and Legacies received in the year amounted to £130,119 (2019 £85,425).

In June 2019 the organisation purchased the 3 remaining floors of Hayweight House in Edinburgh an investment of £2,914,069. Of the 6 floors, one floor is occupied by the organisation, it continues to be classified as a tangible asset and will be depreciated over the remaining useful life. Due to the changes in FRS102, effective from 1 January 2019, the 5 floors not used directly in the business have been classified as Investment Property for accounting purposes. The investment property will be valued regularly and recognised but unrealised gains or losses declared in the SOFA each year. Unrealised gains will be held in the designated Revaluation Reserve. At 31 March 2020 the building

was valued at £5,150,000 with the 5 investments floors valued at £4,150,000. This resulted in an unrealised gain on valuation of £576,884; gain of £660,953 was recognised in prior years due to restatement for FRS102 and an unrealised loss on valuation of £84,069 in year to 31 March 2020.

There is a net loss on the investment portfolios managed by Barclays and Brewin Dolphin of £115,665 and £90,979 respectively. These unrealised losses are a result of the significant fall in global markets in the final quarter of 2019/20. The latest available position is set out in Note 3 Events after the reporting period. (Page 38).

Cash held remains strong at £4,931,938 (2019 £5,825,662), in addition £2,007,070 (2019 £3,000,000) is invested in maturing fixed-term deposits with Bank of Scotland.

There are restricted reserves of £1,037,762 of which £879,404 is restricted by the funder for a specified purpose and will be spent in future years. The remaining £158,358 was received for the purchase of capital equipment. Depreciation on these assets will be charged to this fund in accordance with the depreciation policy.

Further to the emergence of Covid-19 in early March 2020, an extensive review has been undertaken to ensure that the organisation will remain a going concern for at least one year from the date of signing (Note 1 pages 34 - 37).

Reserves policy

The Trustees understand the importance of balancing the requirements of the organisation's operations against holding funds in reserve. In recognition of this they have an established a policy whereby they consider it appropriate to hold funds in free reserves. In response to the coronavirus pandemic the Trustees agreed, at its meeting on 28 May 2020, to increase the number of weeks operating costs from 16 to 21 weeks. At the current level of expenditure we have 21 weeks (2019 16 weeks) unrestricted and undesignated reserve cover; this is in line with the revised policy. The going concern exercise demonstrated that, in the event of the 'plausible' worst-case scenario conditions being applied, the organisation would still hold £2.5 million unrestricted reserves in the form of cash or liquid investments (Note 1 pages 34-37).

Additional information on each of the reserve funds can be found in the notes to the financial statements (Notes 15 and 16, pages 45 - 49).

Principal funding sources

As in prior years the principal funding source for the organisation is the provision of social care contracts with local authorities at £11.5 million (2019 £11.3 million); with £7.8 million (2019 £7.6 million) coming from other sources. (Further information on funding sources is detailed in Note 4, page 38 and Note 15, pages 45 - 47).

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 (2019 31 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.

In early 2020, further to the emergence of Covid-19, there has been a general downturn in financial markets which has impacted the valuation of the assets held by the Charity. This impact will change daily, but at 03 August 2020, the most recent valuation available to the Charity, the value of assets held had increased by approximately 12% since the balance sheet date.

The valuation of our portfolio on 31 March 2020 was £1,859,735 (2019 £2,066,379), a decrease of £206,644 on last year's reported valuation. The cost of managing the portfolio was £5,254 (2019 £3,475).

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.

In relation to coronavirus in particular SAMH introduced a specific risk management response and updated its risk register accordingly. In addition to regular meetings at Trustee and Executive level the organisation established a Coronavirus Planning Group and there was an additional meeting of Trustee Board (16 April 2020) to specifically consider the organisation's response to the coronavirus pandemic and financial and fundraising impact assessments.

Trustee Board is satisfied that the major risks have been identified and processes for addressing these have been put in place.

IN RESPONSE TO CORONAVIRUS: KEY RISKS IDENTIFIED AND ACTIONS

Principal Risk	Primary Mitigation
Organisation is not able to operate effectively during the Coronavirus pandemic.	The organisation adapted quickly in responding to the coronavirus outbreak. Our main priority was to ensure the safety and wellbeing of our staff and the people we support. We developed a risk register response to coronavirus identifying major risks (as noted) taking decisive action and putting in place appropriate measures. We initiated our business continuity planning (ensuring critical functions were delivered effectively); established a Coronavirus Planning Group; adopted the use of telephone and digital technology, where appropriate, to ensure we continued to deliver support to people; maintained delivery of face-to-face support where necessary, for example, in our care home and care at home services ensuring updated infection control procedures implemented following updated guidance from Health Protection Scotland and social distancing and self-isolation requirements observed for staff and service users; facilitated the majority of our staff to work from home; and we set-up a new coronavirus information hub on our website.
Staff become infected with Coronavirus (Covid-19) and wellbeing suffers when continuing to work in face to face services or Coronavirus (Covid-19) outbreak in Care Home.	We undertook assessments in areas of Finance, Fundraising, HR and Service Users to identify and address specific issues/concerns; determine impact and put in place mitigating actions.
Failure to meet duty of care to service users or people who engage with us.	Specific communications issued between scheduled meetings and an additional meeting of Trustee Board focussing specifically on Coronavirus and the organisation's response and on-going work.
Reputational risk from providing inaccurate or inappropriate information in relation to Coronavirus (Covid-19).	We will continue to work hard to understand how we can positively respond to the challenges present as a result of the coronavirus pandemic; and how best we can assist and enable people to alleviate the negative impact on their mental health and wellbeing.

Organisation	
Organisation is not aligned or able to respond to significant change in the external environment.	<p>During the year the organisation carried out an assessment to mitigate against the uncertainty surrounding Brexit (covering Operational, Financial and People); and carried out testing on its Business Continuity Planning ahead of the 'lockdown' phase.</p> <p>Regular meetings of Trustees and Executive Team ensuring Trustees have oversight of risks. There was no impact on Trustee Board and Audit and Risk Committee meetings pre-March 2020. All scheduled meetings of Trustee Board and Audit and Risk Committee post 31 March 2020 were held using digital platform.</p> <p>Continue to assess and adjust the risk register response plan in relation to coronavirus.</p>
Finance	
Significant loss of income (e.g. through a loss of contracts, changes to commissioning and funding frameworks and loss of voluntary income).	<p>Systems for strategic financial planning, budgeting and financial performance monitoring in place. The reserves and cash management policies protect the organisation against impact of loss of income in the short-term and affording a reasonable period of time to implement mitigation strategies.</p> <p>During the coronavirus emergency finance and fundraising impact assessments will be reviewed at least monthly.</p>
People	
Failure to meet duty of care to staff/service users.	<p>The organisation's employment practices are in-line with Scottish Government Fair Work Framework; with a wide-range of policies and procedures in place covering practice. Staff have an enhanced benefits package and the organisation undertakes regular monitoring of HR statistics (benchmarked against industry standards). The organisation produces annual SAMH People and Gender Pay Gap Reports.</p> <p>The organisation has an established range of policies and procedures in place for the safeguarding of service users.</p>
Safeguarding and Regulatory	
Harm from significant breach in regulation (e.g. data protection, safeguarding, Health and Safety)	<p>The organisation has a Safeguarding Framework in place with Named Leads for Children and Young People, Adults; Organisational Lead for Duty of Candour; and has a Data Protection Officer, Complaints Officer and Internal Audit Team. Law at Work is SAMH's competent person for Health and Safety and appropriate H&S policies and risk management framework is in place.</p> <p>Regular meetings and review of health and safety arrangements are undertaken by 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 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 2020, Trustee Board held 5 general meetings; planning sessions and an Annual General Meeting (none of which were affected by the coronavirus pandemic). Post March 2020 all scheduled meetings took place using a digital platform (which is permitted within the Articles of Association). Specific communications were issued between scheduled meetings and an additional meeting of Trustee Board was held focusing specifically on the organisation's response to the coronavirus pandemic and financial and fundraising impact assessments.

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

Trustee recruitment and development

The Articles of Association allow Trustees to serve two 3-year terms. At the Annual General Meeting in 2019, 3 Trustees retired from Trustee Board having served-out their two terms. Following a robust recruitment process, 4 individuals were elected to Trustee Board.

An induction programme was put in place to enable new Trustees to acquire a greater working knowledge and understanding of the organisation. Trustees participated in a development and events programme and all Trustees proactively participated in an annual development meeting with the Chair.

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 2020 and up until the signing of these financial statements:

Chris Creegan
 Anthony Dick¹
 Jane Ferguson^{1,2}
 Barry Gardner²
 Catriona Headley¹
 Elizabeth Humphreys^{1,3}
 Professor Bob Hunter
 Jack Law²
 Shona Littlejohn³
 Stephen Martin¹
 Graeme McAlister
 Rev Stuart MacQuarrie³
 Alexandra Wright³

¹ Member of SAMH's Audit and Risk Committee

² Retired August 2019

³ Elected August 2019

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

It is the responsibility of the Chair's Sub-Group to provide a governance response to Executive Team in exceptional circumstances or emergency situations; and to review the performance of the Chief Executive and Executive Team.

Audit and Risk Committee

This Committee was set-up to review the effectiveness of risk management and internal control systems, and to ensure the organisation complies with financial reporting requirements, Charity and Company Law and other legislation and regulatory requirements. During the course of the year Trustee Board received and approved the annual report setting-out the work of Audit and Risk Committee and Internal Audit, demonstrating that the Committee had effectively carried out its duties and obligations in line with its Terms of Reference.

Audit and Risk Committee 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.

Management

Under the governance of the Trustee Board and leadership of the Chief Executive Officer and Executive Team, the organisation is structured to support the delivery of its objectives. The Chair and Chief Executive meet on a monthly basis to review key developments. Key management personnel during the year: Chief Executive, Director of Corporate Services, Executive Director of Delivery and Strategic Development, Director of External Affairs.

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 reviews the overall performance of the Executive Team annually and reports to the Trustee Board. The remuneration of the Chief Executive is set by the Trustee Board and reviewed periodically. The salaries for Executive Team and Senior Management Team are set in accordance with SAMH's standard remuneration process.

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).

2019-20 has seen the organisation work to achieve the objectives set out in the third of our three years of transitional business plans in order to develop our new organisational strategy with the majority of our plans delivered throughout the year. Whilst we have taken

the decision to pause the launch of our new strategy, the work to deliver our priorities continues.

During the year, in addition to the leadership of the Executive Team, the next level of senior management has been established through the creation of the Strategy Planning Group which encompasses 9 Senior Managers. This group works to develop creative responses and plans for the future strategy.

A high level review of the structure of the Delivery and Development team has been undertaken with two Assistant Directors confirmed in post and a restructure exercise of the next level of management is being undertaken.

Investments

The charity has investments in 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.

Plans for future periods

On 16 April 2020, SAMH's Trustee Board took the decision to extend the deadline for finalising the organisation's new strategy. The decision was taken in light of the coronavirus pandemic to enable the organisation to take time to reflect and incorporate learning (for example findings from research in partnership with University of Glasgow and Samaritans); to understand more on how best we can respond to the needs of people on a day to day basis and those whose mental health has been particularly affected by Covid-19.

However strategic development work is continuing in the period and it is anticipated the new three year plan will be signed off by Trustee Board late 2020 / early 2021.

It was agreed that the organisation would continue to deliver against the business continuity plan and transition the organisation out of 'lockdown'; progress the priority areas identified for the current year within the existing business plan; and continue to gather evidence, evaluations, data and stakeholder analysis with a view to finalising the strategy by the end of the year.

Specific priorities identified:

- Continue to build robust proposals and business cases for continuation and expansion of successful programmes and projects; aligned to our strategic goals and strategic income pipeline.
- Conclude research, involving over 3,000 people, to find out about the impact of coronavirus on their mental health and wellbeing, in partnership with the University of Glasgow and Samaritans.
- Children and Young People: we will evaluate current programmes, for example the Personal and Social Health Education lesson plans and our therapeutic pilot model to inform next steps/new programmes.
- Suicide Prevention: we will seek to deliver against the objectives within our suicide prevention strategy launched during the year; conclude our 3-year PhD research; and we will work to publish a review of academic research relating to suicide and men. We will continue to engage and contribute to the Scottish Government's National

Suicide Prevention Leadership Group specifically the Lived Experience Panel; engagement with at risk groups and launch of the brand and associated campaigns.

- Distress Brief Intervention: meet the delivery requirements of Phase 1 and 2 of the Scottish Government's expansion of the programme.
- Wellbeing agenda: deliver the expansion of 'The Changing Room'; undertake a review of our enhanced Information Service and develop and deliver our Workplace Wellbeing programme.
- Influence and Change: based on our stakeholder engagement, develop our manifesto for the upcoming Scottish Parliamentary elections.
- Deliver year 2 priorities Organisational and People Development Framework, specifically: introducing a new integrated HR and Payroll system, digital strategy and implementation of findings through the workplace wellbeing.

Going concern assessment

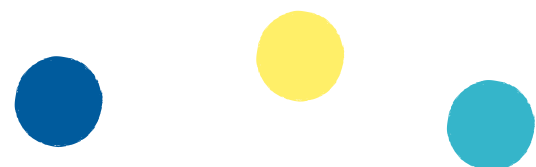
The Financial Statements have been prepared on a going concern basis. The results for the year show a surplus of £1,174,992 for the Group, a decrease from 2018/19 largely related to the provision for onerous framework contracts.

The impact of the emergence of Covid-19 in early 2020 to date has not had a significant impact on the operating activities of SAMH. The Charity's key operations remain ongoing, its underlying services remain required and most of its contracts are with local authorities which, regardless of financial challenges, have a

statutory duty to provide their services. There have been no changes to existing contracts on this basis, and limited impact on the forecast cashflow of the Charity through to the period up to 12 months from the approval of these financial statements. The Trustees have introduced a specific risk management response and updated its risk register accordingly; established a Coronavirus Planning Group in addition to regular meetings of Trustee Board and Executive Team; and held an additional meeting of Trustee Board to consider the impact and will continue to monitor the situation and react as required.

The organisation continues to engage with its commissioners, funders, donors, supporters and trusts and foundations in relation to grants and fundraising. We will monitor financial and fundraising impact assessments on an ongoing basis; take appropriate action as required; and explore new and developing funding opportunities.

Taking a prudent approach management has revised financial plans and cashflow forecast for the period to 30 September 2021, covering at least 12 months from the approval of the financial statements. We prepared a detailed fundraising impact assessment and stress-tested all aspects of income and cash to ensure the organisation would have adequate cash reserves through a 'plausible' worst-case scenario.



Key assumptions applied through to the end of the going concern period, included:

- Surpluses on activities historically obtained would not be achieved going forward.
- No further ad hoc donations would be received that had not already been receipted in the year.
- All payments received on account held as creditors at 31 March 2020 would be repaid.
- All provisions held on the balance sheet at 31 March 2020 would have to be settled in full.
- Restricted reserves would be utilised or repaid only for the purposes for which they were intended.

The outcome of this exercise demonstrated that, in the event of the 'plausible' worst-case scenario conditions outlined above, through to the end of the going concern period the organisation would still hold £2.5 million unrestricted reserves in the form of cash or liquid investments. This is before applying any identified mitigating actions to reduce losses as they may occur through to September 2021. Mitigating actions available to the organisation include:

- Defer planned but as yet uncommitted expenditure included within the cashflow forecasting outlined above. £500,000 has been budgeted for future development expenditure but has not been committed to at this point and is available to provide additional headroom if necessary.

- Utilise a contingency amount of £345,000 included within the cash flow forecast for the period on any additional unplanned expenditure.
- Undertake a cost savings exercise, focusing on costs which are not directly related to the delivery of contracts and are more discretionary in nature, or related to operations which may be subject to reduced levels of activity going forward in the current circumstances.

The mitigating actions outlined above would provide additional headroom to the Charity of £845,000 should it be required. The charity would also seek to undertake a cost savings exercise, focusing on costs which are not directly related to the delivery of contracts and are more discretionary in nature, or related to operations which may be subject to reduced levels of activity going forward in the current circumstances, however the potential level of savings have not been quantified at this stage.

In addition, the organisation would have the further option of securing additional credit and loans against properties valued at £6.9 million. The Trustees therefore believe that, whilst recognising the uncertainty around the developing and volatile situation surrounding the impact of Covid-19, the financial outlook through to at least 12 months from the approval of these financial statements is manageable as outlined above. Accordingly, these financial statements are prepared on a going concern basis.

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
4 August 2020

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

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

SAMH is a company limited by guarantee
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