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# Glasgow Association for Mental Health



Annual Report 2012/2013



# Our Histories



Artwork by David Bradley

The "Our Histories" project is an opportunity for people to research their own Glasgow history through the experience of storytelling sessions, planned research, urban walks and history lectures. The group also meet regularly to share their stories and visit historical sites and museums. The completed Our Histories collection including stories, poems, photographs and artwork will be launched at an event later this year.

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## Financial report



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# A message from the Board of Directors

2013 sees our organisation achieve 35 years' service to the people and communities of Greater Glasgow. There have been many changes in the field of mental health since the first group of people with lived experience of mental health problems and volunteer professional allies came together to address the lack of community based support and advocacy by forming our organisation. Much change has also occurred in the way that charities are funded, managed and regulated as they have accepted more responsibility for providing services to the public.

The 1990's were a period of rapid expansion as Glasgow sought to rebalance hospital and community based mental health services. The new millennium began with a sense of optimism as a basic network of services in the community was established and minds were concentrated on understanding and supporting mental health recovery.

GAMH has played a central role in these developments, committed to innovation while ensuring the continuity much valued by the people we support, recognising the social factors which influence mental health while respecting the individuality of each person and their recovery journey. As a community based organisation we have engaged with other local partners to make it easier for people we support to enjoy the same opportunities that everyone else has whether these are related to health, work, education, leisure, housing or finance. The pages of this year's annual report summarise continued development and key achievements in these areas of our work.

The middle of the last decade saw the beginning of continuing pressure on public finances with inevitable consequences for service provision. Since then GAMH has addressed significant challenges to maintain financial stability while ensuring the highest standards of support and opportunities possible and maintaining our values as a good employer. The evidence

contained in our financial statements and Care Inspectorate reports for example, show that in 2012/13 we have been successful in achieving these aims.

We have also continued to make progress towards our goal of increasing the range of opportunities for people we support by attracting income from a wider range of sources. As an "Enterprising Charity" we are keen to adopt new approaches to ensuring our financial health while retaining the strongest sense of social purpose. With this in mind, we are conscious of the need to also review the governance of the organisation. We have begun the process of consulting GAMH members about updating our governing document and whether or not the organisation should change its name. OSCR (the Charity Regulator) will be consulted about any proposed changes before they can be approved.

None of our achievements would have been possible without the outstanding efforts of our staff, volunteers and members (both service users and carers). The GAMH workforce continues to show itself to be resilient, adaptable and loyal to our values. The age of "Co-production" is releasing the strengths and collective creativity of more people who use and deliver our services.

As our report to you was in preparation, we were deeply saddened to learn of the death of Board Member and Volunteer Harry McBride.



Harry was involved with GAMH for over twenty years and served as a Board Member since 1999. He played a significant role in the development of support for mental health carers in Glasgow over many years. Harry was a warm and humorous man whose quiet wisdom and genuine concern for others made him widely respected. He was in every sense a community activist who worked tirelessly for the benefit of people affected by mental health problems. He will be sadly missed.

A handwritten signature in black ink that reads "J. Stewart McLeod". The signature is written in a cursive style.

Chairman

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# Values aims and activities

## What we believe

**People First:** We are many sorts of people with different backgrounds and histories. We all have the right to an identity separate from symptoms, diagnosis, illness or disability – we are not our labels – and everyone has the right to have their identity respected.

**Experts by Experience:** People are experts in their own recovery and wellbeing. They have within them the strengths and potential to find solutions to their own problems.

**Equality and Social Justice:** Are essential for recovery and wellbeing. Everyone should have the chance to make the most of their lives and their talents. People in recovery should have the same choices and opportunities as everyone else.

**Significant Others:** The contribution of family, friends and peers to the recovery and wellbeing of people with lived experience should always be recognised and valued.

**Participation, Partnership and Collaboration:** Services, organisations and the wider community are resources for recovery and wellbeing. They in turn benefit from the significant contribution of people with lived experience to their development and direction.



## What we do

GAMH exists for public benefit by promoting the mental health and wellbeing of the people and communities of Greater Glasgow.

We are working towards the time when all of Scotland's people will achieve full and equal citizenship rights, regardless of their mental health status.

## We achieve this by:

- » Creating services and opportunities that assist people who are recovering from mental health problems or with related needs, to live the lives that THEY want to live;
- » Supporting people to maintain secure tenancies and build a sense of home.
- » Promoting Social and Economic Inclusion of people in recovery;
- » Promoting Self Help and Peer Support;
- » Promoting Volunteering;
- » Challenging stigma and discrimination, promoting equality and human rights;
- » Providing support for Carers including Young Carers and facilitating their involvement in policy and planning;
- » Providing education and training about mental health, recovery and wellbeing.

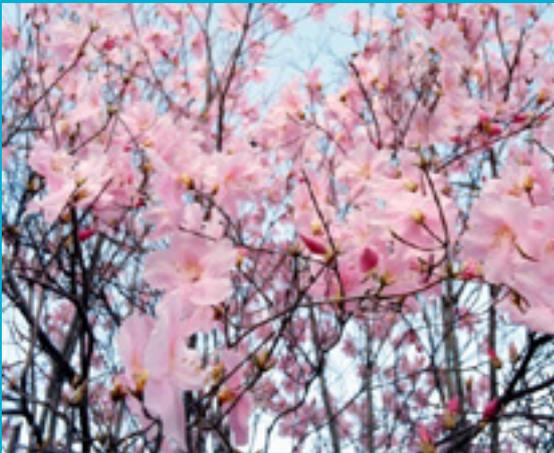


## Our Workforce

GAMH aims to be an organisation where employees and volunteers enjoy a sense of fulfilment and where they feel supported and developed. GAMH is committed to equality of opportunity and has held the Investors in People standard for more than ten years.

## Training Calendar

January – June 2013



### new courses – Issue 3

Send booking forms to Andrea  
For more info contact Lesley

(Information about additional courses will be issued).

Training programmes are provided to meet ongoing learning needs, with the aim of developing staff and volunteers for both their current and their future roles. For example, following the reorganisation of the service centres, 12 Senior Project Workers have achieved the Professional Development Award (PDA) in Supervisory Practice. Project Workers have completed introductory training in Supervision. We have also invested in securing 8 places for Assistant Project Workers/Project Workers to complete an SVQ Level III in Health and Social Care in 2013. This will provide them with an opportunity to achieve an accredited qualification which can be registered with the SSSC. This will assist us to maintain a workforce with 90% having a registerable qualification.

Preparation for retention of the Investors in People Award is due to commence with our external advisor in the Autumn of 2013.

# Review of principal activities

## Partnership, Participation and Co-Production

These are enduring themes in the work of the organisation and are both ways of working to achieve our purpose and outcomes of our work. Partnerships with people we support and their Carers have always been a cornerstone of our work and partnerships with external agencies have drawn in a wider range of opportunity and resources for people to take up.

This year in particular we have seen a range of internal partnerships develop which have allowed us to maximise the benefit of the expertise available from our staff, volunteers and service users.

Partnership and Co-production also take place at organisational level. With financial support from the Scottish Government, GAMH (as a member of the Scottish Mental Health Co-Operative) in partnership with The Mental Health Foundation has been engaged in a project to support local third sector providers to prepare for and engage with self-directed support (SDS).

The first year of the project has focused on exploring the challenges and opportunities for capacity building in SDS.



## Service Centres

GAMH Service Centres are registered with the Care Inspectorate and have achieved consistently high scores (5 and 6) when inspected.



The centres are located in the North West, North East and South of the city and offer an accessible, integrated and locally networked social care service to people experiencing, or recovering from, mental ill health and related issues and their carers. Support is person centred and can be provided on an individual or group basis. We offer a range of opportunities which involve people actively taking part in a variety of collective activities across the city to build on their skills, capabilities and to help build social networks. Initiatives this year have included Walking with Friends, Branching Out, Building Skills, Woman's Recovery Programme, Our Histories Project, and Food for Recovery.

We are currently working to adapt our personal outcomes approaches in light of new research and the introduction of personalisation. Following research and discussions we have agreed to trial a new outcome focussed tool and system called Individual Recovery Outcomes Counter (i-ROC). This system was developed by Penumbra and we are pleased to have had support from them to develop the pilot programme and begin training for the GAMH workforce. Workshops have been very well received by managers and staff. Discussions with service users are planned to take place through the Participation Forums.

In 2013 one service development based explicitly on the expressed aspirations of service users and carers the Walking with Friends programme was formally evaluated by the Scottish Development Centre for Mental Health (now the Mental Health Foundation). This activity adopted a “core member” group model in order to promote sustained participation in the project over the course of the year pilot. Our experience of supporting individuals to participate in community based group activities has highlighted the importance of the commitment of people to motivate and encourage each other within collective opportunities. This strength based approach promotes peer support, co-production and the shared values and objectives of mental health recovery. The evaluation evidenced that the project successfully used a person centred empowerment approach model which was an important factor in sustaining involvement and commitment to the project. Any decisions regarding the project, the walking programme for example, were made jointly by staff and participants.

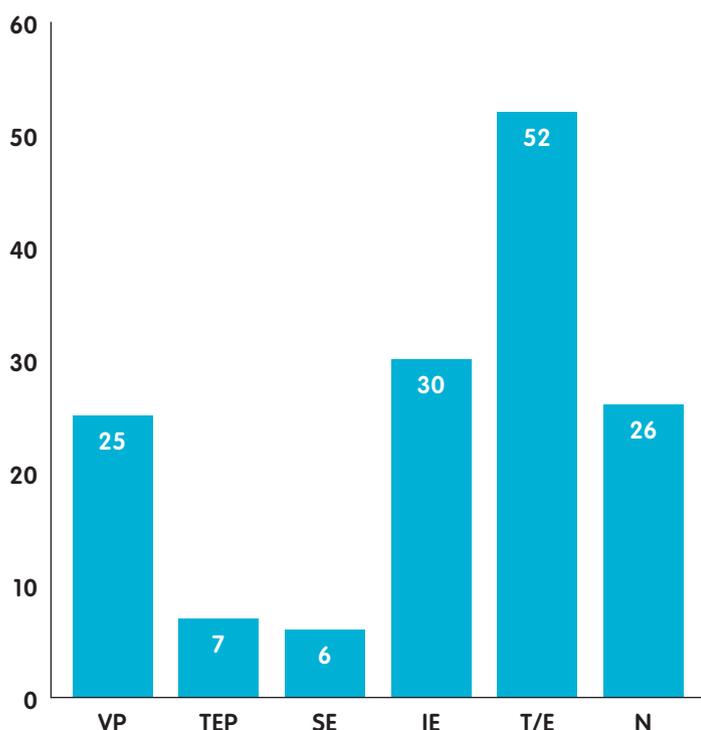
“We plan and organise the walks ourselves and share our experiences and the benefits with other people who use GAMH services, our friends and family too”

The evaluation also indicated that this opportunity had a positive impact on the health and wellbeing of the participants and was viewed as a clear service improvement which people were firm should be continued. As a result of this feedback funding has been secured to sustain a further Walking with Friends programme.



## Scotia Clubhouse

Work has an important role in promoting mental wellbeing. It is an important determinant of self-esteem and identity. It can provide a sense of fulfilment and opportunities for social interaction. For many people, work provides their main source of income. Scotia Clubhouse provides a work related and accepting environment at the core of which is a community of people exploring their employability and recovery journeys.



In 2012/13 Scotia has been a key internal partner in the development of the Peer Support and Employment Project. The other internal partner is LX Training. This initiative is funded by NHSGGC and our external partner is **Community Renewal**. Together we have developed a model of Peer Coaching for Employability, co-designed and delivered a Peer Coaching Training Programme and are preparing to offer Peer Coaching as a service to people in recovery who wish tailored support to return to work or education.

Scotia is also an internal partner in the Keys to Learn initiative developed with the GAMH Community Participation Team and external partner **Glasgow Homelessness Network (GHN)**. This weekly educational and skills programme aims to develop skills which support people to manage their homes and promotes mental health recovery through personal development and building positive social networks. The programme includes computing skills, introductory Spanish, healthy cooking sessions, budgeting and WRAP (Wellness and Recovery Action Plan).

### Activity outwith Clubhouse

Voluntary Placements	VP	25
TE Placements	TEP	7
Supported Employment	SE	6
Independent Employment	IE	30
Training/Education	T/E	52
None	N	26

## Mental Health and Wellbeing in Later Life

GAMH has been successfully creating opportunities for older people and older carers since 2008. These services have been developed on specific feedback and evidence following extensive research and consultation with older people and older carers as well as health professionals and other interested groups and organisations.

Our Later Life Matters and SCOPe Befriending Projects aim to help older people and older carers be less isolated, maintain their independence at home and be better connected and contribute their valuable experiences and skills to the community. In addition our CALM Project provides complementary therapies and mindfulness workshops for older people with long term conditions and adult mental health carers. This year, following a successful pilot in collaboration with **Glasgow City South Community Planning Partnership** our Later Life Matters South Project has been awarded funding for 2 years to March 2015. This project provides befriending and complimentary therapies to older people and older carers.



## Carers Support and Carers Development Work

**Mental Health Carer Development Work overall has continued to help** to raise awareness of the role of mental health carers in supporting recovery for those experiencing mental health problems and their families and friends. Specifically this work **provides mental health carers in Glasgow with an influential voice at a range of strategic groups which plan and develop carers' services across the city.**

Recent achievements have included working in partnership with NHSGGC Senior Managers to promote the adoption of the Triangle of Care model into practice across health settings in Glasgow. The Triangle of Care approach was developed by carers and staff to improve carer engagement in acute inpatient and home treatment services; it recommends better partnership working between service users and their carers', and organisations.

Another key achievement has been the design and delivery of a training programme for staff working within health, social work and voluntary sector settings. This programme aims to raise awareness of the role and contribution of mental health carers in the support planning arrangements made for those they are caring for. Work has also continued into supporting the Glasgow Mental Health Carers Forum which this year has achieved status as a formally constituted group.

Our carers support work promotes the health and wellbeing of mental health carers by providing opportunities for carers to access their rights and entitlements and mutual support. Our support aims to promote recovery by recognising and building on the strengths and resilience needed to meet the challenges faced by a mental health carer.

We have a specific commitment to making our service accessible and welcoming to carers from hardly reached groups including Glasgow's Black and Minority Ethnic Communities.

The Carers Support Project operates on a city wide basis across Glasgow. Carers' workers are based within our Service centres promoting partnership working externally with carers' centres and allowing carers easy access to the service centres, health and wellbeing opportunities and forums.

## Young Carers

The Young Carers Project activities support the values and principles of Getting it Right for Every Child and the Curriculum for Excellence, by aiming to increase protective factors and build resilience of Young Carers through learning skills; building confidence and having opportunities to be effective contributors. The project works with a wide range of organisations to create additional opportunities for GAMH Young Carers and their families and is able to link families with additional supports through GAMH adult services; through our partnership work with NHSGGC Health Improvement; and by maintaining links with referring agencies.

In the past year the project has also run a pilot early intervention project for children aged 8-12 in the South of the city and developed a Transitions Group. The aim of this latter group is to encourage those 16-18 year olds preparing to leave the project to begin the process of identifying aspirations and setting the personal, social and career goals to meet these. Working within a structured programme, Young Carers will build a portfolio reflecting on their skills and qualities, and their achievements both within and outside the project. From this, realistic individual goals and challenges will be set, and plans established to achieve goals.





## Learning and Development

This department co-ordinates the provision of internal training for the GAMH workforce and supports a number of development initiatives related to learning and employability.

**Authentic**

**Powerful**

**Inclusive**

**Supportive**

**Change**

**Experts**

**Real Life**

**Lived Experience Training** is a social enterprise which brings the expertise of people in recovery from mental health issues to training. It exists to educate people about mental health and related topics.

As well as delivering a range of training packages to external customers in the private, public and Third sectors, many of whom are now returning customers, Co-Trainers have delivered Mental health Anti-Stigma training to nearly 2500 people since 2006.

The LX model has been used as a basis for the development of the Peer Coaching Project and this year the successful application for funding from Comic Relief to develop an Anti-Stigma programme with Glasgow's Black and Minority Ethnic Communities. With input from the GAMH Equality Manager, this programme will develop capacity within the BME Communities to address understanding of Mental Health recovery and wellbeing.

## Equality Development Work – BME Communities

The members of the GAMH BME Women's recovery group have become ambassadors for recovery within their families, communities and the organisation itself. They have renamed the group this year as AWAAZ – GAMH.

Members have been exploring recovery and wellbeing through creative arts in a joint initiative with Glasgow Women's Library. Participants explored their own identity and life journey as a way to improve their sense of self-worth. They have created individual memory books which have become useful tools:

“And you have all these good memories in your book, so any time you feel down you can have a look and remind yourself of all the positive things in your life.”

“You have done a lot in your life and that is a thing we tend to forget”

Development work continues on the Faith and Mental Health initiative in partnership with **GCC Social Work Department, NHSGGC**, and local **Faith Community Leaders**.

A Wellbeing project within BME communities continues with the **Health Improvement Team** in the South of the city.

Internal partnerships continue to develop with GAMH Learning and Development Department, Volunteer Co-ordinators, BME Carers and the GAMH Community Participation Team.



# GAMH Participation Strategy

GAMH is committed to the involvement of the people we support in the services they use, the organisation as a whole and the wider community.

In our experience, as long as participation is meaningful, it contributes to positive outcomes in the promotion of mental health recovery and wellbeing. Partnership, participation and co-production can increase social inclusion, control and empowerment. Emerging research evidence shows that these are important factors in mental health recovery.

## Participation Forums



# Financial Report

## Statement of Financial Activities

(Incorporating the income and expenditure account)

### Year ended 31 March 2013

Operational Income	£3,165,960
Voluntary Income	£9,451
Investment Income	£3,313
Other incoming resources	£375,831
<b>Total Incoming Resources</b>	<b>£3,554,555</b>

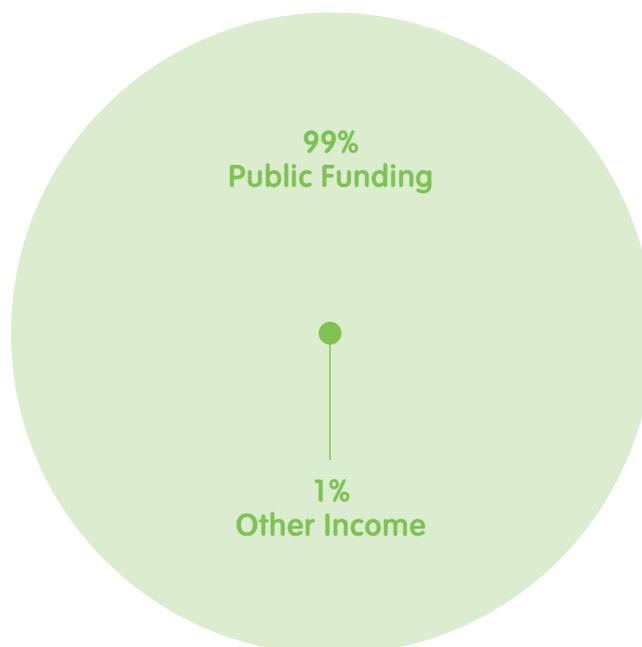
Charitable Costs	£3,155,333
Governance Costs	£374,592
Exceptional Item – Release of provision (1)	(£156,288)
<b>Total Resources Expended</b>	<b>£3,373,637</b>

**Net incoming resources** **£180,918**

(1) This relates to the release of a provision for repair costs at one of the charity's premises

### Analysis of funding

Public Funding	99%
Other Income	1%



The Board of Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be three to six months of the core resources expended, which equates from £67,077 to £134,154. At this level the Board feel that they would be able to continue the operation of the charity in the event of a significant drop in funding.

It would obviously be necessary to consider how the funding would be replaced or activities changed should this situation arise. At present the free reserves amount to £328,884 and arise due to sound financial planning.

## Board of Directors

J Stewart Wood – Chairman  
Thomas Goodsir  
Hendry McBride  
(until June 2013)  
Robert Symes  
Sue Rawcliffe  
Gilbert Davidson  
Carol Ann Heron  
Jennifer Graydon

## Solicitors

Burness Paull LLP  
50 Lothian Road  
Festival Square  
Edinburgh EH3 9WJ

## Auditors

RSM Tenon Audit Limited  
48 St Vincent Street  
Glasgow  
G2 5TS

## GAMH receives financial support from:

- » Glasgow City Council
- » NHS Greater Glasgow and Clyde
- » Big Lottery Fund
- » Comic Relief
- » Scottish Government
- » Voluntary Action Fund
- » The Heritage Lottery Fund

## Bankers

Bank of Scotland  
235 Sauchiehall Street  
Glasgow  
G2 3EY

Upon request we may be able to produce the Annual Report in Urdu, Punjabi, Chinese and other formats.



## Glasgow Association for Mental Health

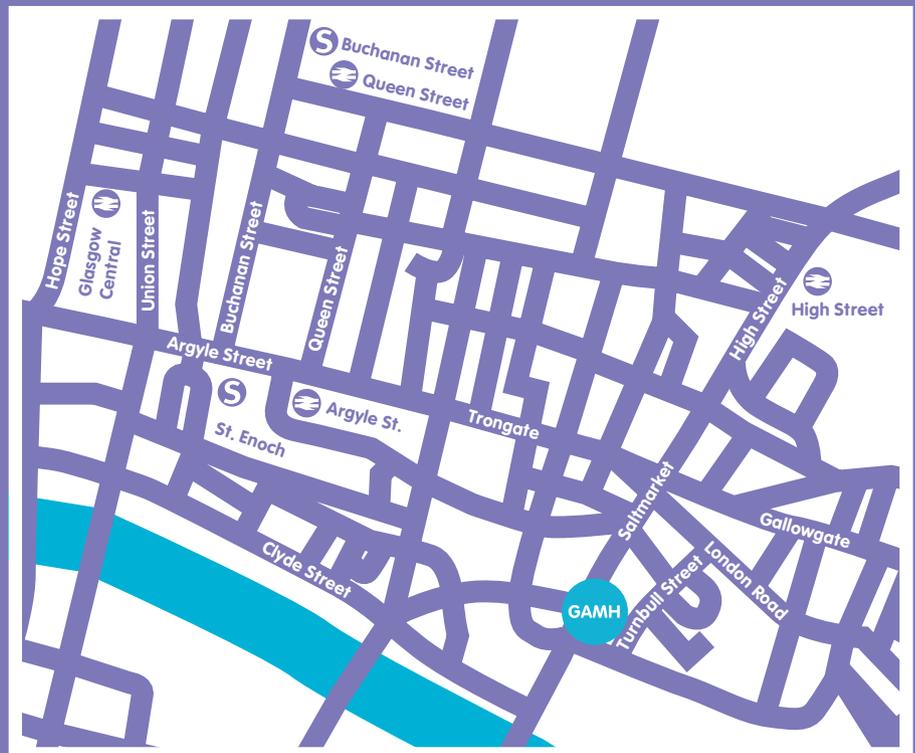
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INVESTOR IN PEOPLE



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GAMH is a charity registered in Scotland No. SCO11684