

# ANNUAL REPORT 2020



**Birchwood**  
Highland

Independence  
Inclusion  
Recovery

# CHAIR INTRODUCTION

EMMA MITCHELL

ACTING CHAIR OF THE  
BOARD OF TRUSTEES

I am pleased to present our Annual Report and Accounts for 2019-2020. The Trustees' report and accounts which follow will offer a full summary of the year's activity. The year has been dominated it seems by the Covid-19 crisis that overtook us only in the very last month of the financial year and for those that experience mental ill health it has been particularly challenging. More than ever society has seen the value of the work that is carried out by Support Workers and have questioned the rewards that workers receive for delivering such essential services. I can only hope that this recognition continues beyond Covid-19 and decision makers increase funding to ensure that support services are adequately resourced in the future.

Over this last year, Birchwood Highland has also had its challenges as a company. It has been a period of review, restructure and development as we seek to ensure that the charity is fit for a future and continues to support people experiencing mental ill health. However, in the midst of this crisis and change has come a renewed and refreshed vigour to deliver high quality, innovative services. Our Care at Home



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service in Caithness has continued to grow throughout the year and we expect further growth in the future. Our Community Services have also developed with an expansion of our residential support service in Inverness. The Recovery Centre has continued to be at the cutting edge of service delivery attaining the highest grading of excellence from the Care Inspectorate. This is now the 7th time in 9 years that the service has achieved this result which places the service in the top echelons of care and support delivery in Scotland.

Our main challenges have come at the governance level. The Board of Trustees are important to the organisation in order to meet our mission and deliver its values and goals. Individually each trustee brings their own skills to ensure we meet regulatory standards as set out by the Office of the Scottish Charities Regulator. Therefore, it is important that we have a thriving Board that supports staff to work to these strategic aims in the delivery of mental health services.

There have been many Board changes over the last year with the long-standing Chair retiring after nearly 30 years of service as Trustee and Chair. At this time our Vice Chair also retired from the Board but has continued to support the charity as a Member. By unfortunate coincidence there has been many other Board retirees during the year. We are now in the process of building a new Board, made stronger by its experiences. They bring with them many of a range of skills that we identified at our strategy event in July 2019 as being required in forming a balanced Board. Essentially many of our new Board members have a good understanding of governance which will help us build our governance arrangements that provide the bedrock of our service delivery.

I have worked closely with our new Chief Executive, since his appointment mid-2019 and I am delighted to see him build a strong reputation for the services we offer and develop a vision for the expansion of the organisation for the future. He has been well supported by the senior management team and staff during some difficult months and I firmly believe that he and his staff team will strengthen the organisation and allow us to grow organically whilst maintaining our core values.

Without the full commitment of our wonderful employees, especially during the Covid-19 pandemic, we would have struggled to deliver our services. Our employees are key assets within the charity, and they are each dedicated and committed to providing a much-valued service. These are very challenging times and on behalf of the trustees we thank you for your continued hard work and commitment to the aims of Birchwood Highland.

The past year has presented many difficulties, but we have remained productive and forward thinking. While the Covid-19 crisis has delayed many of our plans the new financial year will undoubtedly see the fruition of these developments including larger more functional offices for our Caithness services and new innovative services in Easter Ross.

In spite of these many challenges we have delivered excellent results and I hope that this annual report will provide you with an essence of that success.

# MISSION AND VALUES

## MISSION

To improve and enrich the quality of life of people with mental health issues and other complex needs by providing support and promoting Independence, Inclusion & Recovery.

## AIMS AND OBJECTIVES

1. To be and remain at the forefront of innovative, person-centred mental health support services.
2. To increase awareness and understanding of mental ill health and to challenge stigma and discrimination.
3. To provide services that enable people with complex needs to discover and realise their full potential as actively participating citizens.
4. To work in partnership with stakeholders, service users and service providers to ensure that the National Service Framework is made a reality for people experiencing mental ill health.
5. Creating the working atmosphere and environment within which our staff are resourced and motivated to maximise their potential.



# ACHIEVEMENTS AND PERFORMANCE

Our Recovery centre provided services to 31 individuals and supported 14 people in their respite unit.

SERVICE	Number of people supported across the year April 2019 / March 2020	Total hours of support provided for Housing Support over the year April 2019 / March 2020	Total hours of support provided for Care at Home over the year April 2019 / March 2020	Total hours of support provided for SDS or Spot Purchase over the year April 2019 / March 2020	Total hours of support provided for supported accommodation	Total Hours delivered
ISS	73	12,769	0	982	16,060	29,811
ERSS	50	8,675	0	780	12,139	21,594
ISS	50	7,713	0	5,616	0	12,789
CSS	69	7,673	2,869	264	0	10,806
Community Services Total	242	36,290	2,869	7,642	28,199	75,000



## GOVERNANCE AND MANAGEMENT

2019/20 was a challenging year for our Board. Following the end of term for our long-standing Chair in September 2019 we have been unable to find a permanent Chair to lead the organisation. However, this role was ably filled by our joint Vice Chairs, Emma Mitchell and Val Jeffrey. 2018 also saw the end of terms for many of our Board which resulted in a huge culture change for the organisation. As such during 2019/20 there was a large turnover of trustees for a variety of reasons. Fortunately, February and March of 2020 brought with it a consolidation of the remaining trustees with a number of new members joining committed to the delivery of high quality mental ill health support.

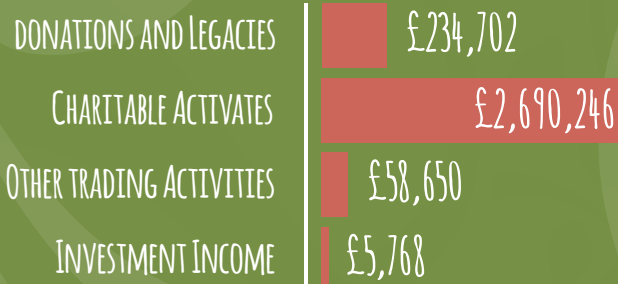
The appointment of the former Head of Finance and IT as Chief Executive helped the organisation through this period of change. With this appointment there was also a restructuring of the Senior Management team with the Assistant CEO taking up the role of Chief Operating Officer and the Inverness Service Manager leading the community service teams as Head of Health and Social Care.

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# FINANCIAL REVIEW

## INCOME



## EXPENDITURE



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