

SAMH

Scottish Action for Mental Health

TRUSTEE BOARD MEMBERS

Candidate Recruitment Pack
November 2025

LHH



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SAMH

WELCOME FROM SHONA LITTLEJOHN, CHAIR, SCOTTISH ACTION FOR MENTAL HEALTH (SAMH).

Thank you for your interest in becoming a SAMH Trustee.

Not too long ago, I was in your position – invested in the incredible work that SAMH does as Scotland’s largest mental health charity, and keen to get involved. I applied to be one of the charity’s Trustees back in 2019, and so began my journey with SAMH, first as a Trustee and latterly, since 2023, as Chair.

It is fair to say that a lot has changed in the six years since I first joined. Scotland’s mental health wasn’t great before the pandemic but it has undoubtedly worsened since, and our country is now in a mental health crisis. The NHS does remarkable work, but it cannot cope with growing demand for its mental health services. Our work at SAMH is more essential than it ever has been, which is why we have introduced our most ambitious plan yet, Taking Action, Creating Change, which is about taking bold and innovative steps to deliver the mental health support that people need, when they need it.

An inspiring example of this is the launch of our very first Nook, a walk-in mental health support hub that anyone can access without an appointment. We opened our first Nook in Glasgow in October and plan to open more across Scotland with the hope that The Nook will revolutionise mental health support in Scotland both by delivering walk-in support and by inspiring collective action to change the wider system in the long-term. I am so proud to chair an organisation that is prepared to take boundary-pushing action to bring about positive, meaningful change.

This scale of ambition requires strong, committed governance, and that is where you come in.

At SAMH we have a strong track record of good governance, demonstrated earlier this year with the conclusion of an external governance review.

As part of this continued commitment to exceptional quality, we are seeking four new Trustees to join our Board and support the delivery of our ambitions. As a Trustee, you will help shape SAMH’s strategic direction, ensuring we remain both bold in our vision and steadfast in our responsibilities. You will play a crucial role in holding us to the highest standards of ethical practice, financial stewardship and impact, while championing the rights and voices of the people and communities we exist to serve. We are looking for individuals who are aligned with our mission and are committed to creating a fairer, more compassionate Scotland where good mental health is possible for all. We are particularly keen to welcome lived experience, diversity of background and thought, and skills from across different sectors and communities.

Serving as a SAMH Trustee is both a responsibility and a privilege. You will join a Board of talented and dedicated colleagues, be supported by a skilled Executive team, and will have the opportunity to see first-hand the difference our work makes. If you are ready to help us drive real change at a time when it is so urgently needed, please do apply to join us. I look forward to reading your application and welcoming new Trustees to the Board.

Shona Littlejohn
Chair, SAMH

View our
welcome video 





ADVERTISEMENT.

TRUSTEE BOARD MEMBERS, SAMH (VOLUNTARY)

Location: Scotland (although meetings routinely in Glasgow and Edinburgh)

SAMH is Scotland's mental health charity, working tirelessly to make Scotland a better place for people who need help with their mental health. We are seeking four new Trustees to join our well-established and experienced Board, broaden our existing skills and diversity and support the delivery of our future strategic ambitions following the launch of our most innovative plan yet.

This is an extraordinary time to join SAMH. We recently introduced our first Nook, a revolutionary walk-in mental health hub offering immediate support to those who need it without referral or waiting lists. It represents a bold shift in how support is delivered in Scotland and is part of our new four-year plan, Taking Action, Creating Change, which aims to expand our reach and help more people than ever before. Our country is in a mental health crisis and we're taking action to create change, operating more than 70 person-centred services in communities across Scotland and doing all we can to increase the capacity of what we currently offer.

Our Trustees play a critical role in overseeing the affairs of SAMH through efficient, effective and accountable governance, ensuring that the organisation is solvent, professionally run and acts in accordance with its aims and objectives. You will bring valuable skills, knowledge and experience, acting with care and diligence alongside your fellow Trustees to guide the overall strategic leadership and direction of SAMH.

Crucially, you will uphold and represent SAMH's purpose, vision, values and mission in a professional and personal capacity, acting as an ambassador for the charity and showing commitment and enthusiasm to improve the lives of people with mental health problems.

It is important that our Board represents a broad variety of skills and perspectives, so we welcome applications from candidates of all backgrounds and specialisms. However, we are especially keen to hear from those with knowledge and experience in the following areas: Accountancy / Finance; Community Delivery / Development; Social Entrepreneurism; Health / Social Care Commissioning / Business Development. Prior experience serving on a Board is advantageous, but is not essential – all Trustees will be supported in the role with induction and development opportunities.

If you are aligned with our cause and ready to join us at a time of real momentum to help translate bold plans into meaningful change and to make sure no one has to wait for the mental health support they need, we would love to hear from you.

Applications in the form of a tailored CV and a covering letter (no longer than two pages), highlighting your skills and experience pertinent to the role, should arrive no later than **midnight Sunday 30 November, 2025**.

For a confidential, informal discussion about the role, or to request a Candidate Information Pack, please contact LHH directly on **+44 (0)141 220 6460** or email ScotlandExecutive@LHH.com

WHO WE ARE.

TAKING ACTION FOR SCOTLAND'S MENTAL HEALTH.

For over a century, SAMH has been Scotland's national mental health charity. Founded in 1923, SAMH now operates more than 70 services in communities across Scotland.

Our work focuses on four long-term strategic goals:

- **To be there for people** – by working tirelessly to support people with mental health problems.
- **To promote good mental health and wellbeing** – helping everyone in Scotland to consider, value and look after their own mental health and wellbeing.
- **To end stigma and discrimination** – because no one with a mental health problem should be treated worse than someone without.
- **To challenge inequality** – removing barriers to support, regardless of background or identity, and promoting the rights of people with mental health problems.

We support both adults and young people through a wide range of services, including mental health social care, primary care partnerships, and programmes in schools and further education. Our services are person-centred, grounded in an ethos of recovery, and underpinned by our core values: dignity, respect, equality, compassion, and hope. We also deliver national programmes such as See Me (Scotland's anti-stigma programme), respectme (Scotland's anti-bullying service), and initiatives in suicide prevention and physical activity and sport. These programmes inform our policy and campaigning work, helping us influence positive social change at every level.

This year we launched our bold new strategic plan, 'Taking Action, Creating Change'. Our plan is about action and change, which will underpin all our work for the next four years. Our focus is on people, places and communities. We're expanding our reach to help more people with mental health problems and mental illness than ever before, significantly increasing our campaigning for change, introducing new services through-out the country and increasing the capacity of what we currently offer to the people and communities who we believe need us the most.

As a signature emblem of change, we are creating places for people to come to SAMH for support and information through ambitious plans to establish the first Scotland-wide network of Community Hubs, The Nook from SAMH. In October we opened The Nook, Glasgow – our first ever walk-in mental health support hub. Designed to be welcoming, accessible, and stigma-free, The Nook offers immediate, face-to-face support without the need for an appointment or referral. The Nook represents a transformational shift in how mental health support is delivered in Scotland – moving away from long waits and clinical environments, and toward early intervention and community-based care. The model has been shaped by lived experience, local need, and a commitment to meeting people where they are.

We listen to what matters locally and campaign nationally – for the changes, big and small, that can make all the difference in people's lives. Because now, more than ever, we need to make change happen. We take action for Scotland's mental health.

Read more about 'Taking Action, Creating Change', our bold plan for 2025-2029, [here](#).



TRUSTEE – THE ROLE.

Trustees are responsible and accountable for the overall strategic leadership and direction of SAMH, safeguarding the assets, reputation and ethos of the organisation

The responsibility of a Trustee is to oversee the affairs of SAMH through efficient, effective and accountable governance ensuring that the organisation is solvent, professionally run and that it acts in accordance with its aims and objectives, and comply with legislative and regulatory requirements.

Trustees are responsible and accountable for the overall strategic leadership and direction of SAMH, safeguarding the assets, reputation and ethos of the organisation; and promoting its work. Trustees are expected to uphold SAMH's core values that

Everyone has the right to be treated with dignity, respect and equality. Trustees must comply with legislative and regulatory requirements as a Trustee.

Essential Duties and Responsibilities

- To seek to improve the lives of people with mental health problems and to place their interests as the focus of discussion and debate; to proactively contribute to the business and development of the organisation and to promote mental good health and wellbeing through professional networks and in the community at large.

- To contribute to the governance of SAMH within best practice frameworks, ensuring that SAMH complies with the provisions of the Companies Act, the Charities and Trustee Investment (Scotland) Act 2005; the Charities (Regulation and Administration) (Scotland) Act 2023 and any other appropriate legislation, including guidance from the Office of the Scottish Charities Regulator (OSCR).
- General Duties as outlined in law and regulatory guidance:

Trustees must act in the interest of the charity:

- Operate in a manner consistent with the charity's purpose.
- Act with care and diligence.
- Manage any conflict of interest between the charity and any person or organisation who appoints charity trustees.



Trustees must comply with the 2005 Act and the specific duties:

- Charity details on the Scottish Charity Register.
- Report to OSCR: making changes to the charity.
- Financial records and reporting.
- Fundraising.
- Providing information to the public.

Trustees must ensure as far as reasonably practicable that any:

- Breach under the above is corrected by the trustee concerned and not repeated.
- Trustee who has been in serious or persistent breach is removed as a trustee.
- Trustees should be aware of other legal requirements such as equality law. See the OSCR guide for further information: equality guidance.

TRUSTEE – THE ROLE.

Participate in one of the subcommittees of Trustee Board which may focus on finance, audit, operational delivery or significant matters determined by the Board.

- Set the overall strategic direction of the organisation, maintaining the vision, mission and values of the organisation, in conjunction with other Trustees, the Chief Executive and Executive Team; and approve the corporate strategy,
- To proactively participate in and be responsible for Trustee Board decisions, with due regard to advice from the Chief Executive and Executive Team.
- To monitor organisational performance against agreed outcomes and targets.
- To appoint SAMH's Chief Executive Officer.
- To contribute specific skills, knowledge and experience to assist Trustee Board to discharge its responsibility and to reach sound decisions. This may include scrutinising reports and consultations, facilitating/leading discussions and chairing or attending working groups as well as providing specific advice and guidance on issues where a Trustee has particular expertise.
- Participate in one of the subcommittees of Trustee Board which may focus on finance, audit, operational delivery or significant matters determined by the Board.
- To develop a constructive and effective working relationship with other Trustees, the Chief Executive, members of the Executive Team and other members of staff.

- To act in the interests of SAMH, putting its interests before own interests or those of any other person or organisation; declaring any potential conflict of interest.
- To uphold and represent SAMH's purpose, vision, values and mission in a personal and professional capacity.
- To act with the care and diligence that is reasonable to expect of a person who is managing the affairs of another person, ensuring that SAMH operates in a manner consistent with its specified purpose as laid out in the Articles of Association.
- To adhere to the SAMH's Trustees' Code of Conduct (under review), Articles of Association and other governing documents.

Data Protection Act 2018 and the General Data Protection Regulations:

Trustees should be aware that SAMH is required to share their personal information in the following ways:

- As a Company Limited by Guarantee, SAMH must register Trustees as directors with Companies House.
- As a registered charity, Trustees' personal details will be submitted to the OSCR Charity Register.
- As a provider of social care services, SAMH must register all Trustees with the Care Inspectorate.



- As required, information to support grant and tender submissions.
- With banking institutions and insurance companies (specifically in relation to the professional indemnity insurance cover).
- As a volunteer, further information can be found on our Volunteer Privacy Policy.

Note: Some people are disqualified by law from acting as a charity trustee:

- Someone with an unspent conviction for dishonesty or an offence under the Charities and Trustees Investment (Scotland) Act 2005.
- Someone who is an undischarged bankrupt or has a **Protected Trust Deed** to pay off debts with creditors.
- Someone who had been removed under either Scottish or English law or the courts from being a charity trustee.
- Someone who is disqualified from being a company director.

TRUSTEE.

TERMS OF APPOINTMENT AND GENERAL COMMITMENT REQUIRED.

Trustees are appointed for a term of 3 years and are eligible to seek nomination to serve a further 3-year term after which they must retire from the Trustee Board.

4 x Trustee Board meetings held per annum (generally held in Glasgow/Edinburgh but location may vary), scheduled as follows:

- 2 x Trustee Board meetings commence at 4.00 pm for approximately 2.5 hours duration; preceded at 3.00 pm with a Board development session
- 2 x Trustee Board meetings are full days – usually 10.00 am to 4.00 pm

1 x Annual General Meeting (usually integrated into one of the full day sessions)

1 x Subcommittee of Trustee Board

1 x annual 1-2-1 meeting with Chair

In addition, there is an expectation that Trustees will undertake at least one service visit a year, engage with required learning and development and participate in other opportunities, for example Parliamentary Reception.

Trustees will be supported in the role with induction and development opportunities. There is a reasonable expectation that trustees will undertake induction and development opportunities; including gaining an understanding of SAMH, mental health, the role responsibilities and liabilities of a Trustee, and visiting SAMH workplaces to meet with staff, volunteers and people we support.

Whilst this voluntary role is unpaid, reasonable expenses are payable in line with SAMH's standard expenses policy.

You do not need to live or work in Scotland to be a SAMH Trustee, but will be expected to attend Trustee Board meetings and other events as outlined above. We would be willing to discuss reasonable adjustments to support attendance including online.

TRUSTEE. PERSON SPECIFICATION.

SAMH Trustees will uphold and represent SAMH's purpose, vision, values and mission in a personal and professional capacity. We are looking for candidates who have a commitment and enthusiasm to progress the work of SAMH to improve the lives of people with mental health problems.

There are some areas we consider essential for this position:

- A commitment to the values, aims and ethos of SAMH and to ensuring that its activities are in the interests of beneficiaries.
- A strong empathy with our purpose.
- A commitment to equality and diversity.
- Be eligible to act as a Company Director and Charity Trustee.
- Have or be prepared to gain an understanding of the legal duties, responsibilities and liabilities inherent in the role.
- Have the ability to work effectively in a group; contribute to discussions; challenge constructively and ask questions appropriately.

We welcome applications from candidates of all backgrounds and specialisms. The Trustees to our Board will broaden existing skills and diversity to support the delivery of our future strategic ambitions. The following areas of skills and experience are especially of interest:

- Accountancy / Finance
- Community Delivery / Development
- Social Entrepreneurism
- Health / Social Care Commissioning / Business Development

Prior experience of serving on a Board is not essential, but is desirable.





CONDITIONS AND REMUNERATION.

Candidates welcome from throughout Scotland and beyond with meetings routinely taking place in Glasgow and Edinburgh.

Salary

Voluntary

Location

Candidates welcome from throughout Scotland and beyond with meetings routinely taking place in Glasgow / Edinburgh

Timescales

Closing date for applications
midnight Sunday 30 November,
2025

Interviews with SAMH

w/c 19 January 2026



HOW TO APPLY.



To apply for this post, please send your tailored CV and a cover letter no longer than two pages by email, highlighting in the subject heading 'Trustee Board Members' to ScotlandExecutive@LHH.com

If you would like a confidential, informal discussion about the role then please contact LHH on **+44 (0) 141 220 6460** or send an email to the above mentioned address.

Be yourself at SAMH

SAMH is committed to promoting equality and diversity and to represent the communities we are here to support. We aim to have a truly diverse organisation – diversity of thought, background, experience and of all protected characteristics. We particularly welcome applications from individuals who have experienced mental health problems and individuals from minority communities.

We are constantly reviewing our approach to ensuring equality and diversity in our applications and would be pleased if you could complete the attached Equalities Monitoring Form.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.

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SAMH