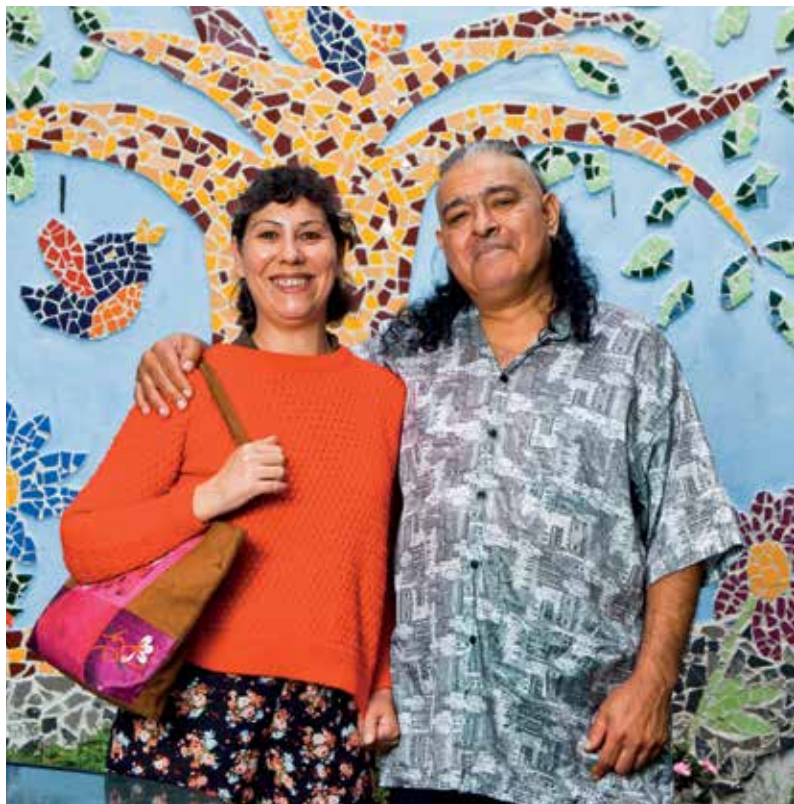


2015 ANNUAL REPORT

You
Achieve
We
Support

RichmondPRA
Together, we're better.





Purpose

RichmondPRA is one of Australia's most experienced not-for-profit mental health organisations. Since 1955, we have worked in local communities to help people on their mental health recovery journey. We are continually developing and responding to community needs, which are reflected in our programs, consultation, research and advocacy work.

This report provides a record of our activities, performance and financial position for the reporting year 1 July 2014 to 30 June 2015. In reviewing our outcomes and achievements for the year, we acknowledge our Board, senior leadership team and our highly professional staff, and people with a lived experience of mental health issues, their families and carers, all of whom have contributed to these results.

This Annual Report will be printed in limited numbers, and is also available online at www.richmondpra.org.au

YOU ACHIEVE, WE SUPPORT

The theme of this report is “You Achieve, We Support”, focusing on the significant achievements of people who access our services. It highlights the part we play in providing consistent support for people to build their self-esteem, confidence and life skills. Our support helps provide a sense of hope and empowerment that enables people to undertake their unique recovery journey.

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Snapshot of the year

WHO ACCESSED OUR SERVICES

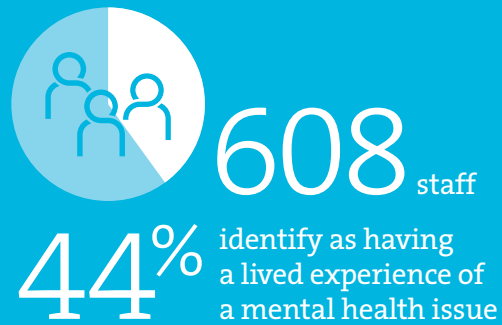
During 2014/15 RichmondPRA provided services and programs around New South Wales and Queensland to



OUR MAJOR SERVICES



WE EMPLOY



WHERE WE ARE LOCATED

Hunter New England	1502	28.3%
Illawarra Shoalhaven	443	8.3%
Murrumbidgee	221	4.2%
Nepean Blue Mountains	317	6.0%
QLD	224	4.2%
South Eastern Sydney	119	2.2%
South Western Sydney	474	8.9%
Southern NSW	137	2.6%
Sydney	1082	20.4%
Western Sydney	562	10.6%
Western NSW	198	3.7%
Far West	35	0.7%



FINANCE

22% increase in
income since
July 2012

2012-13 **\$42,765,379**

2013-14 **\$47,309,395**

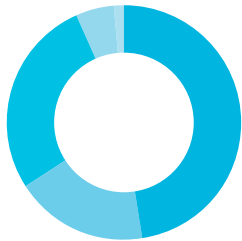
2014-15 **\$52,217,113**

Revenue



NSW Government	\$28,152,229
Commonwealth Government	\$16,873,776
Business Sales	\$3,709,662
QLD Government	\$1,715,903
Other Income	\$1,497,143
Gain on sale of Property	\$244,438

Costs



Supporting people where they live	\$24,752,535
Helping people to make friends, get involved and learn new things	\$14,383,984
Working with people to find a job	\$9,536,943
Other	\$2,797,163
Cost of Goods sold	\$601,033

Our highlights of the year

STRIVING FOR BEST PEER WORK MODEL

RichmondPRA aims to create and be the best model of Peer Support in Australia and possibly the world. Our commitment to grow our Peer Workforce was articulated in “Embracing Inclusion” in 2013 and the Recovery Action Framework in 2014.

During the year, a new workforce planning and recruitment policy, “Why Not a Peer Worker?” was introduced. The policy’s aim is to increase the size of our peer workforce, providing a clear public statement of the value we place on the skills and understanding of people with lived experience in the delivery of mental health supports. We have a commitment to ensuring access to a Peer Worker for support across RichmondPRA’s geographic footprint.

At the end of the year we had 61 Peer Workers employed in our mental health services and five in our community businesses.

This year we undertook significant reforms in our community businesses to increase the focus on recovery and education. Peer workers now play an important role connecting with people who are interested in stepping out into work, and supporting new supported employees. Peer Workers are front and centre in our community businesses.



Peer Workers; Matthew Roberts, Kathy Te Nuku and William De Douglas with the Gratitude Tree

DIVERSITY PROGRAM AIMS FOR INCLUSIVE FUTURE

RichmondPRA is committed to diversity, as outlined in our organisational vision and values. This year we developed a Diversity Strategy to focus our efforts in valuing and promoting diversity across our performance, planning, reporting, and learning and development frameworks.

Our Diversity Strategy supports RichmondPRA’s staff to deliver inclusive support services. This issue was explored in the Common Ground workshop, a two day Diversity Innovation workshop that brought together staff across the organisation which had a particular focus on working with Aboriginal and Torres Strait Islander people and communities, people from Culturally and Linguistically Diverse Communities, people with disability and people who identify as Lesbian, Gay, Bisexual, Trans* or Intersex.

A new e-Learning module, RichmondPRA’s Diversity Toolkit, was developed with material derived from the workshop.



Staff in action at RichmondPRA’s Common Ground Diversity Workshop

NATIONAL DISABILITY INSURANCE SCHEME HUNTER TRIAL SITE

The National Disability Insurance Scheme (NDIS) is an important part of the future of community-based services across Australia. RichmondPRA has been fortunate to participate as a service provider in the Hunter Trial site that commenced just over a year ago. The scheme enables people with a disability to exercise choice and control about what support they need and how they want it delivered.

This year RichmondPRA supported 114 participants as part of the NDIS. A large portion of these people were already supported by RichmondPRA and their funding transitioned into the NDIS. Some were new people who had not received a service previously. Our experience in the trial site has been invaluable and led to a review of our systems and processes, the development of our information systems, and improvements in our promotional and engagement strategies.

In discussing our experience in the Hunter trial site Mark Cliff, RichmondPRA's NDIS Business Manager commented, "Our experience to date has been positive with people saying they have received the support they feel they require. Notably, people who had previously had little support available, have now been successful getting funding through the NDIS that will purchase supports they require".

Work has commenced preparing for the roll-out of the NDIS based on our experience in the Hunter. Our Hunter NDIS team has commenced briefings for managers across RichmondPRA and is developing documentation based on its experience.



HEADSPACE BANKSTOWN OPENS DOORS

headspace Bankstown is part of the headspace national youth mental health initiative. It is based on a consortium model, of which RichmondPRA is the lead agency, that brings together a range of local service providers and clinical services.

At headspace Bankstown, services are provided at one central location that is young people and family-friendly, covering mental health and wellbeing services, general medical support, vocational, employment and educational services, and alcohol and other drug support. Services are available to young people 12-25 years of age.

Ten organisations form the headspace Bankstown consortium - the South West Sydney Local Health District, South West Sydney Medicare Local, New Horizons, Black Dog Institute, Family Planning NSW, Bankstown City Council, Aftercare, Break Thru People Solutions They are supported by Arab Council Australia, ACON, First People's Disability Network and Uniting Care Mental Health in advisory roles. We thank all of these organisations for their partnership in establishing the headspace Bankstown Consortium and guiding the centre's development. Special thanks to the Chair of the headspace Bankstown Consortium, Dr Josey Anderson, the Clinical Director at the Black Dog Institute.

Doors to the headspace Bankstown centre opened on 23 March and already 73 young people have accessed services. We thank headspace National Office for their support and guidance in establishing the centre.



PARTNERS IN RECOVERY KICKING GOALS

Partners in Recovery (PIR) aims to better support people with a mental health issue and complex needs, their carers and families, by connecting them more effectively with the services and supports they need. Part of its role is to improve the way in which services work together.

PIR is an Australian Government Initiative being delivered in nearly 50 regions across the nation, including 16 regions in New South Wales. RichmondPRA is involved in ten PIR consortia around New South Wales and Southern Queensland, and is the lead agency in the New England region.

With a target to support 181 people in the New England area over three years, as at 30 June 2014, two years into the program, 142 people were being supported and 38 awaiting support to commence.

To promote PIR to the wider community, and pursue system reform, New England PIR opened a round of funding for Recovery Integration Plans (RIP). The round was launched by our CEO, Pamela Rutledge, at the Narrabri PIR Future Forum in October 2014. This funding provided \$6000 per organisation for up to 30 organisations to undertake and implement a RIP in their organisation.

In addition, an Innovation Fund grant round was also opened during the year with funding being made available for four organisations to implement new Recovery-focussed, innovative programs in the New England area. This included two areas of significant disadvantage in Aboriginal communities.

The Innovation Fund also involves the newly formed Hunter New England Central Coast Primary Health Network providing training across the region to encourage further implementation of the Hunter New England Shared Care Arrangement. Results of the funding rounds will be announced in August to September 2015.

New England PIR is also funding the first ever Tamworth Business Chamber quality award in 'Mental Health Recovery'. The award recognises organisations that improve their responsiveness to mental health issues for staff and people to whom their services are provided. There will be a similar award conducted in Armidale at the end of August 2015 and plans are afoot for a possible state-wide award in 2016.

RichmondPRA has been able to contribute to national policy development around PIR and how it will transition into the NDIS through membership of the PIR National Organisations Reference Group chaired by our CEO, Pamela Rutledge.

GUILDFORD NATIONAL RENTAL AFFORDABILITY SCHEME (NRAS)

Understanding that secure housing is important to people's wellbeing, RichmondPRA decided this year to devote resources to address that issue. In May 2014 RichmondPRA purchased a site in Guildford with the aim to develop 41 units in a range of configurations.

This is a joint venture with Community Housing Limited (CHL) and made possible through the National Rental Affordability Scheme (NRAS). NRAS entitlement approval is expected to be near the completion of the development in 2016.

HOUSING AND ACCOMMODATION SUPPORT INITIATIVE PLUS UPGRADE

The Housing and Accommodation Initiative (HASI) is a well established program of providing community-based supports bringing secure accommodation, and the provision of clinical and non-clinical supports. HASI Plus is the most recent iteration of this program that supports people to move from institutional settings such as long stay hospital or correctional facilities to community based accommodation.

It provides access to secure housing and 16 to 24 hour per day support to people's recovery, focusing on psycho-social rehabilitation, daily living skills, physical health and employment. RichmondPRA provides the program in the Hunter New England region.

Also, this year final works were completed in the \$1.1 million upgrade of the O'Connell Street building in North Tamworth – the home of the HASI Plus program. Fifteen units are utilised by the 24 hour a day HASI Plus program and five rooms have now been tenanted by people supported through the HASI General program.

The program is also delivered in Newcastle. There are 14 people in the program, 10 in Tamworth and four in Newcastle.

NEW RICHMONDPRA NEWCASTLE PREMISES

RichmondPRA operates in a number of sites in Newcastle. With growing demand in Newcastle and the Hunter region, including through the NDIS, this year we decided to examine options to rationalise and develop our facilities in Newcastle, to ensure the most efficient use of our resources.

As part of that review we located a new site in the centre of Newcastle where all services and staff could be accommodated from the existing three offices: King Street, Hamilton and Cardiff. The board approved the purchase of 627 Hunter Street Newcastle and we await development approval. We envisage moving into the new building in late 2015.

VOICE SURVEY RESULTS

Every two years RichmondPRA undertakes a staff engagement survey to provide staff with an opportunity to provide comprehensive feedback about our performance as an organisation. The Voice Survey is run independently by the Voice Project, a business of Macquarie University.

One of the attractions of the survey is that the results are able to be benchmarked against Disability Services and All Industries, as well as our historical performance.

The Voice Survey was run once more in June 2015 and achieved a response rate of 74 per cent up from 72 per cent in 2013.

There were significant improvements in many areas with high scores in organisational commitment (86%), job satisfaction (91%), organisation objectives (83%) and satisfaction of people accessing services (90%). All of these areas scored higher than the benchmarks.

Areas for attention include acknowledging contributions, learning and development and career development and opportunities. We have already commenced activities to address these issues and they will remain a focus in 2015-2016.

SATISFACTION GUARANTEED

In 2012, we published a Guarantee of Service Statement to ensure people who have access to our services clearly understood our commitment to service to them. This includes the organisation's recovery focus, being treated with dignity and respect, privacy protection, support to work towards recovery goals and satisfaction with support provided.

Each year we measure our performance against the guarantees made by surveying people who access our services. In June 2015, 786 people completed the survey, slightly below the 809 completing the survey in 2014.

The 2015 results were, once more, very positive, with average ratings between 3 and 4 on a four point scale. 94.4 percent of people who responded said they were satisfied with the service they received from RichmondPRA.

Service Guarantees

The average scores out of five for each statement

	2015	2014
1 RichmondPRA always considers my hopes and dreams and ways I can achieve them	3.45	3.44
2 What I want for my recovery is most important to RichmondPRA	3.46	3.41
3 I am treated with dignity and respect by RichmondPRA	3.55	3.56
4 RichmondPRA always protect my privacy	3.53	3.53
5 RichmondPRA assist me to work towards my recovery goals	3.47	3.45
6 I am kept informed about RichmondPRA services, especially those that might be useful to me	3.41	3.39
7 RichmondPRA always ask my opinion of their services	3.35	3.32
8 My views about RichmondPRA are valued and used to improve service	3.44	3.41
9 I am satisfied with the service RichmondPRA provides me	3.54	3.51

UNDERSTANDING RESEARCH COURSE

RichmondPRA has an established Evaluation, Research and Service Development team which leads our evaluation and research program. It seeks to involve people with lived experience in the process of research and evaluation. Given we deeply believe involving people with lived experience in everything we do, this year we developed a training course for people with lived experience to learn about research and how they can become researchers.

Warren Heggarty, one of RichmondPRA's Publications Officers and Dr Ching-I Hsu, one of RichmondPRA's 156 and Research Coordinators designed, wrote and delivered the Discovering Research Training pilot workshop.

The workshop carried over six weeks with eight topic areas, and 14 people completed the course.



Understanding Research workshop

COMMUNITY ADVISORY COUNCIL

This year planning commenced for the establishment of a Community Advisory Council. The aim of the Council is to provide another formal channel through which people who access our services throughout New South Wales and South East Queensland can provide advice and feedback to the organisation.

The development of the Council will be the subject of Regional Recovery Forums to be held throughout New South Wales and South East Queensland in the second half of 2015. Delegates from each region will be elected at these forums, and meet twice a year to discuss and provide advice about RichmondPRA's operations and processes.

We envisage the first Community Advisory Council to be held in May 2016.

RECOVERY ACTION FRAMEWORK ROADSHOW

The Recovery Action Framework (RAF) provides a public commitment to embedding recovery-oriented practice throughout RichmondPRA. We will do all we can to enable and promote recovery for all who access our services, and for those who work for RichmondPRA.

The RAF is the result of extensive consultation across RichmondPRA led by and involving people who access our services and staff. It outlines eight organisational accountabilities and other tasks, to which we want to be held publically accountable.

As part of the development of the RAF, and considering the work that was required to ensure it is implemented, we distilled three behaviours, that if used regularly would help us to achieve our goal of being a recovery focused organisation:

1. Encourage each other to use strengths based language;
2. Hold recovery conversations; and
3. Engage in reflective practice.



Through October, November and December our CEO, Pamela Rutledge, General Manager, Inclusion, Fay Jackson, members of the Senior Leadership Team (and in some locations Janet Meagher AM), travelled across New South Wales and South East Queensland, to commence a conversation around the RAF accountabilities and the use of the three vital behaviours.

The RAF training was delivered to close to 450 staff and the evaluation of these sessions showed that it has been warmly received. Staff reported that the RAF provides a great foundation for their work in supporting people, and provides good guidance to RichmondPRA's recovery focused practice. Planning has commenced for a second round of workshops in 2015-2016 focusing on the three behaviours.

FIRST INNOVATION FORUM

RichmondPRA has a history of innovation in community based mental health services. Notably, it developed and evaluated innovative models of support for mothers with a lived experience of a mental health issue and their children, and outreach to young people with a lived experience, both of which were taken up by Government for implementation.

Building on that experience and knowing the great experience and talent of our staff, in November 2014 we held our inaugural Innovation Forum that brought together over 130 people from 43 sites to attend the two day forum. People submitted 180 ideas for innovation in our services prior to the forum and a range of issues were discussed at the forum including peer work, recovery, partnerships, social enterprises, technology, nutrition and healthy eating.

Recovery Action Framework

The forum developed 24 ideas for innovation for consideration by the Senior Leadership Team.

These ideas were then refined and considered by the board in February 2015 as part of the Board's review of RichmondPRA's Strategic Plan.

YOUTH COMMUNITY LIVING SUPPORT SERVICES

Just before the end of the financial year we were successful in a tender to deliver the Youth Community Living Support Services (YCLSS) in Western Sydney, Nepean Blue Mountains and Hunter New England Local Health Districts.

YCLSS is based on an innovative program, developed by RichmondPRA and Western Sydney Local Health District called the Young People's Outreach Program (Y-POP). This program provides outreach support to young people with a lived experience of a mental health issue and their families. An independent evaluation of Y-POP showed very positive outcomes for young people, including increases in living skills and personal confidence, improvements in family relationships, and significant reductions in hospital stays.

Amy

BRISBANE, QLD



RichmondPRA have most helped me:

- 1** Recover a sense of optimism (hope or confidence in the future)
- 2** By being supportive when I need them to be there for me
- 3** Take responsibility for my life and how I live it
- 4** Become determined to try to recover
- 5** Encouraged and helped me keep in touch with accepting friends

I was referred to RichmondPRA by a social worker at the Community Care Units where I had been living for two years.

The program with RichmondPRA came just at the right time, as I was ready to start slowly coming off my medication for my lived experience of mental illness.

Simone from RichmondPRA has walked beside me every step of the way. She has encouraged me to follow my dreams of getting a university degree, and I've started my prep course this year, and it is the greatest feeling. I have also passed my Drivers License since being in the program, and now I have even attended dental appointments, which I would never have thought was possible a year ago. **Each time I achieve something I didn't think was possible, my confidence and belief in myself grows.**

Knowing I can talk to my brother or Simone without judgment about how I am feeling has been so good. They both challenge me to work through things. One of the best aspects of this program is that I am encouraged to do what I want, not what others think I should do.

I have learnt that challenging myself is a good thing for my personal growth. And as I continue to come off medication, slowly this time, with my goal to be medication free, I have less anxiety, anger and feel in control of my life. This has been so freeing and enabled me to have a purpose.

I'm really looking forward to getting an offer from Queensland University of Technology next year, and having driving lessons with my brother, when I don't have to study. I'd really like to get my own place, which I could furnish and decorate. There's so many things I can do, and I'm looking forward to doing them.

Strategic priorities

2014/15








Strategic Priority

DEVELOPING AND DELIVERING SERVICES

SP Metrics

- People report receiving support for their recovery **91%**
- Staff satisfaction **91%**
- Value of new business **\$12,883,451**
- Number to people moving to employment **26 (8.3%)**

Actions and Achievements

-  Finalised the Recovery Action Framework and undertook **16** Roadshow sessions across NSW and South East Queensland.
-  As our RAF organisational metric, we set **75%** as the target for people strongly agreeing with the statement "RichmondPRA assist me to work towards my recovery goals" in 2014-2015. Only **50%** of people completing the Guarantee of Service Survey Strongly Agreed with the statement.
-  Pre Employ Institute was positively evaluated.
-  Managed transitions of people formerly directly funded through (FACS ADHC) in Hunter NDIS Trial Site and engaged with 114 people with new NDIS funding packages. Completed the development of associated business processes and systems.
-  Developed a new Diversity Strategy and program with a specific focus on people from culturally and linguistically diverse communities including people from Aboriginal and Torres Strait Islander heritage, people with a disability and people who identify as lesbian, gay, bisexual, trans* or intersex.



- ✓ Undertook the VOICE Staff Engagement Survey and Guarantee of Service Survey for people who access our services.

- ✓ **95%** of people who access our services completing the Guarantee of Service Survey reported satisfaction with the support we provide.

- ✓ **Partnered with SANE Australia** to deliver the online forums for Consumers and Carers.

- ✓ **Increased our fundraising activities** with new sponsors and advertising channels such as Via IP/Planetel, Entertainment Book and Fun Runs.

- ✓ Made submissions to the National Review of Mental Health Programs and Services, NDIS Information Linkages and Capacity Building, and Quality and Safeguards consultations, and A New System for Better Employment and Social Outcomes (McClure) Inquiry.

- ✓ Developed a Practice Governance Framework.

- ✓ Established headspace Bankstown.

- ✓ Developed a Professional Peer Workforce Strategy.

- ✓ Undertook reforms in our Community Businesses to increase their focus on recovery.

- ✓ Held our first organisation-wide Innovation Forum.

- ✓ Developed and presented a new course, Discovering Research, to build capacity for people with lived experience to undertake research.

- ✓ Undertook a pilot of the Recovery Oriented Service Self Assessment Tool.

- ✓ Reviewed and updated **81** operational policies.

- ✓ Presented as part of the Forensic Hospital's Program.

- ✓ Partnered with local services to develop and deliver the Out of the Box Conference in Hervey Bay and New England PIR Conference in Tamworth.

- ✓ Successfully tendered for three of the new Youth Community Living Support Services (YCLSS) based on the successful evaluation of our Young People's Outreach program (Y-POP).



Strategic Priority

USING RESOURCES WISELY

SP Metrics

- Expenses to revenue ratio **99.8%**
- Net cash position **\$4,265,816**
- Cash flow **positive all year**
- Net Surplus **\$121,493**
- Admin expense to frontline services expense ratio **11.6%**
- Net growth over time **\$12,883,451**

Actions and Achievements

- ✓ **10.4%** of our revenue was spent on corporate support (2013-2014:12%).
- ✓ The Board committed to investing **\$8M** in the development of affordable housing in Guildford.
- ✓ Developed one service delivery database and migrated the remaining half of the organisation.
- ✓ Developed our Human Resources database to better meet our reporting needs.
- ✓ Purchased a new property at Hunter Street, Newcastle to bring all Hunter sites together.



Strategic Priority

ORGANISATIONAL EFFECTIVENESS

SP Metrics

- Health and safety **0.012%** hours lost/hours worked
- Customer satisfaction **95%**
- Cash flow **positive all year**
- Proportion of tenders which are successful **33%**

Actions and Achievements

- ✓ Proportion of workers compensation claims to number of incidents - **2.20%**.
- ✓ Undertook a Internal Controls Survey to measure our effectiveness at managing risk and important organisational processes.
- ✓ Membership grew by **25%**.
- ✓ Continued certification against ISO 9001: 2008 Quality Management Systems; ISO 4801: 2001 Occupational Health and Safety; ISO 14001: 2004 Environmental Management Systems; Disability Service Standards (DSS).
- ✓ Partnered with the University of Western Sydney to research the role of art in people's mental health recovery.
- ✓ Increased internal career development opportunities.
- ✓ Reviewed and harmonized position descriptions.



Strategic Priority

STRATEGIC MARKETING AND COMMUNICATION

SP Metrics

- Value of new business **\$12,883,451**
- Customer satisfaction (consumers **95%**, stakeholders **94%**)
- Brand awareness
- Use of Social Media **140%** increase

Actions and Achievements

- ✓ **94%** of people accessing our services report satisfaction with our services.
- ✓ Commenced providing a Digital Media report to the Board.
- ✓ Undertook significant work in RichmondPRA rebranding.
- ✓ Continued advocacy work with Government, funding bodies and other stakeholders.
- ✓ Strategic media coverage in local media outlets promoting awareness of services and new programs.
- ✓ Reviewed the strategic intent of Connections, our partnership magazine.
- ✓ Developed an on-line version of Panorama, our popular magazine by people with lived experience for people with lived experience.



Strategic Priority

SUPPORTING OUR PEOPLE

SP Metrics

- Staff satisfaction **91%**
- Health and safety **0.012%** hours lost/hours worked
- Number of people with lived experience **44%**

Actions and Achievements

- ✓ Recovery Action Framework approved by the Board and **426** staff engaged in a roadshow and engagement forum.
- ✓ Developed a strategic Professional Peer Workforce Strategy, including the Why Not a Peer Worker? Policy.
- ✓ Finalised **14** Human Resources policies after extensive staff consultation.
- ✓ We grew our Peer Workforce to **61** by 30 June 2015, a 300% increase.
- ✓ Facilitated access to **16,400** hours of training for staff.
- ✓ Supported **8** Peer Workers to undertake the Certificate IV in Mental Health Peer Work.
- ✓ Developed a new Performance and Reflective Practice ("My Plan") Policy.



Catherine & Nestor

REDFERN, NSW

RichmondPRA have most helped us:

- 1** Become determined to try to recover
- 2** By being supportive when I need them to be there for me
- 3** Take responsibility for my life and how I live it
- 4** Recover a sense of optimism (hope or confidence in the future)
- 5** Encouraged and helped me keep in touch with accepting friends

We were struggling. We had both come out of hospital, trying to deal with our recovery, only to find out that we didn't have a job, and the only accommodation we could find was a boarding house. We lost everything and we were destitute.

It felt like nothing would go right, everyone was against us and we were not getting anywhere. It was hard to trust people over the years, and dealing with our misfortune whilst trying to recover, just overwhelmed us.

And, it's really tough finding access to proper counselling and different services if you don't know about them. Luckily an acquaintance told us about Buckingham House, so we went by and connected with RichmondPRA. It changed our lives.

We have been with Buckingham House for three years now, and Nestor and I have completed the Recovery program, Work Incentive program, and Pre-Employ. Looking back now, I cannot believe how far we've come.

We are living in community housing in Redfern, and we have both completed our work training. Nestor started at TAFE where he did a Community Engagement course, and is on his way to being a mental health worker. I'm really proud that he is currently on a work placement at Buckingham House.

I finished my training as a receptionist at Buckingham House and RichmondPRA Head Office, and then I launched in to do a computer course at Ultimo TAFE. It made all the difference to my confidence, and now I have a permanent part-time job with Ostara Australia.

We have made heaps of friends at Buckingham House, and we feel like part of the community. We love our home, and have a secure and meaningful life.

It's so nice to eat without financial worries.

We sincerely thank all the staff at Buckingham House who have assisted us on our recovery journey.

Phil

LEETON, NSW

RichmondPRA have most helped me:

- 1** Become determined to try to recover
- 2** Recover a sense of optimism (hope or confidence in the future)
- 3** By being supportive when I need them to be there for me
- 4** Take responsibility for my life and how I live it
- 5** Encouraged and helped me keep in touch with accepting friends

I've been in and out of institutions from the age of six to 26 years of age.

Eight years ago, I was going through a tough time hearing voices, battling personal tragedies and hardship. Life wasn't easy. A psychiatrist referred me to RichmondPRA and things began to change for me.

I started to work with others, build my confidence and social skills. These were things I hadn't understood before, and it really started to make a difference. I connected with my culture through painting, and this helped me connect and realise I had a strong spirit within me. With confidence, my independence started to grow.

For the last five years I have been employed. I'm so proud that I work, and the work I do. I have been a part-time cleaner and am a security check-in officer.

On Fridays I make time for RichmondPRA outings, and enjoy going bowling with others.

I realise I can make difference in my culture. I am very keen to educate myself so I can become a Peer Support Worker, and really work hard to help people in my community. I sit on the Cultural Reference group for RichmondPRA and contribute to discussions around Indigenous issues. I know I could help in other areas. We have a huge ICE problem here, it's a real epidemic and I feel very concerned about our young people.

Life has strange twists and turns, and because I'm stronger I can work with it. **I'm looking forward now, and I feel I am achieving things in my life. I enjoy spending time with my family, and I love learning about my two cultural backgrounds, Aboriginal Australia and Maori New Zealand.** I have a lot to offer and am keen to work in my community to do just that.

Our organisation

WHO WE ARE

RichmondPRA is one of Australia's most experienced not-for-profit mental health organisations. Since 1955, we have worked in local communities to support people on their mental health recovery journey.

Our services support people to achieve, whether that's through help to find a place to live, a job that's fair and rewarding, or simply providing a place to make new friends and learn new things.

We also provide advice and support to family members and friends who may need information about supporting someone with a lived experience of a mental health issue or support for themselves.

OUR PURPOSE

To work in the community with people with a mental health issue or psychosocial disability, their families and carers to provide recovery orientated support and resources.

OUR VALUES

We value hopes and dreams, focus on people and individual strengths, inclusion, partnership, diversity and recovery journeys.

OUR STAFF

91%

feel proud to tell people they work for RichmondPRA

95%

understand how their job contributes to the overall success of RichmondPRA

96%

believe in the work done by RichmondPRA

CEO report

This year we have focused on building our capacity as an effective service provider, driving inclusion, supporting people who access our services to achieve real and meaningful outcomes through collaborative, holistic programs.



This year the mental health sector continued to evolve, moving towards engagement with the NDIS as well as a redefined role in relation to the broader health system and other human services.

Importantly the NSW Government launched the Living Well Strategic Plan, a whole-of-government plan with a strong and welcome commitment to new funding and growth for the community managed sector. The National Mental Health Commission also released its long awaited National Review of Mental Health Programs and Services, emphasising the need for an integrated service system that addresses the long-term failings in support for people with serious need. We welcomed the National Commission's call for a systemic approach to reform and await the outcome of the Government's consideration of the report with interest.

Pleasingly, the important role of the community managed sector was highlighted by the Commission with a recommendation that \$1 billion from the forward estimates be redirected from non-acute hospital services, to community-based psychosocial, primary and community mental health services. Additionally, the impact of the National Disability Insurance Scheme on the provision of community-based supports in this area is yet to be seen.

The community managed sector has repeatedly demonstrated its ability to support people with lived experience of a mental health issue to live successfully in the community. We look forward to working with the Australian and State and Territory Governments to address the highlighted structural shortcomings and pursuing the mental health reform agenda set out by the Commission.

SUPPORTING WELLBEING AND RECOVERY

Internally, we focused on creating an authentic recovery-oriented organisation, bringing together work which began three years ago in our Recovery Action Framework (RAF) for endorsement by the Board in the middle of 2014. The RAF is a statement of organisational commitment to the people who access our services and sets our direction for our ongoing reform under eight organisational accountabilities. We built this framework using a change management model that holds us all accountable for three vital behaviours that we believe are the fundamental pre-cursors for quality service. We will continue to devote resources to the engagement of all our staff and the people who access our services with the RAF.

The RAF and *Embracing Inclusion: Employment of people with lived experience* are our two fundamental guiding policies. These policies have continued to drive our commitment to affirmative action as an employer of people with a lived experience in any role in the organisation (currently 44% of our total staff with our goal to reach 50% by 2017). They also drive our commitment to grow our Peer Workforce.

RichmondPRA strives to create and be the best model of Peer Support in Australia and possibly the world. This year we have made significant advances in this goal, through our "Why Not A Peer Worker?" recruitment, development and management strategy. This strategy, initiated by Fay Jackson, our General Manager, Inclusion and developed by our Senior Leadership Team, particularly Tim Fong, General Manager, HR, is a comprehensive approach to the employment of peer workers, including job

and remuneration design, career development, HR policy support, and training for managers, peer workers and staff. Through these strategies, we are creating a unique workplace which is built on the value we place on lived experience, as a vital part of a diverse, multi-disciplinary and inclusive workplace.

This year RichmondPRA has continued to be a significant service provider in the Hunter trial site of the National Disability Insurance Scheme (NDIS). The scheme enables people with a psychosocial disability to exercise choice and control over the support they need. We have supported around 100 participants through the year, with our NDIS team developing new approaches and our Senior Peer Worker successfully reaching out to people who have had a difficulty engaging with services previously.

RichmondPRA continued to take an active role in the Partners in Recovery (PIR) program throughout the year, as lead agency in the New England region, as a consortium member and service deliverer in nine other regions, and in our participation in the National PIRO Reference Group. The New England PIR has engaged successfully with 156 people across the Region providing the holistic integrated support which is the hallmark of PIR. The Program is also engaged in significant system reform at the local and regional level.

The National PIR Organisations' (PIRO) Reference Group, convened by Flinders University for the Department of Health as part of the PIR Capacity Building Program, has taken an active role in the policy development around the transition of PIR into the NDIS policy framework.

headspace Bankstown, for which RichmondPRA is the lead agency, was established this year.

Providing comprehensive health and community support services to young people 12-25 years of age, the doors of the Centre opened on 23 March, and by 30 June we had 73 young people access the Centre's services.

FINDING AND KEEPING A STABLE HOME

This year the final works were completed on the significant capital upgrade funded by NSW Health on the physical facilities in Tamworth for the HASI Plus program. This program is one of three pilots to provide the highest level of HASI support in New South Wales for many people who have been cycling in and out of homelessness or institutionalisation in prison or hospital. The 17 people living in the HASI Plus Program in Tamworth and Newcastle are flourishing.

We have continued to operate the highly successful HASI program through 244 packages across NSW, plus Boarding House HASI in the Inner West (75 packages), and Aboriginal HASI in Western Sydney and Southern NSW (22 packages). HASI provides in-home and community supports to develop confidence, build independent life skills and establish social connections.

DELIVERING ON EMPLOYMENT OUTCOMES

This year we undertook a major reform of our community businesses. Building on the successful model of our Pre-Employ Program, we restructured the business model of our community businesses, to strengthen the role of our mental health and peer work team, and to provide more opportunity for employees to build their recovery knowledge and their vocational and trade skills, as part of a pathway to open employment. In 2014/15,

we assisted 26 people (8.3%) to make the transition to open employment including in our social enterprises.

My thanks to Tim Fong, Fay Jackson, and Marty Golding for their support in this major change program.

James Herbertson stepped into a new leadership role in the Community Businesses, and his communication skills, empathy and commercial acuity have already made a huge difference to the wellbeing of our employees and the viability of the businesses.

Our social enterprises are going from strength to strength, with Mary Glastras at Kwik Kopy Surry Hills achieving a surplus towards the end of the year. Figtree Conference Centre (FCC) is achieving great results through the great work of Rhonda Brown, Venue Coordinator and the team. And with the assistance of the Social Traders "Crunch" Program FCC has a strong Business Plan to achieve break-even in 2016/17. RichmondPRA opened its newest social enterprise in May with the addition of an Office National franchise in St Mary's. The new site will employ a warehousing assistant early in 2015/16, providing another option for employees of our ADEs.

This year we sadly had to make the decision to exit from our recycling business in Wollongong. Despite all our best endeavours, particularly the hard work of Miles Lochhead, the business was not sustainable into the future. We appreciate the support and patience of the staff involved.

MEASURING OUTCOMES

As part of the RAF we have re-affirmed our commitment to measure the extent to which our services are making a difference in the lives of people. We do this, in addition to our

program evaluations and wellbeing outcome measurement program, through an annual survey that commenced in 2012. In 2014 809 people completed and returned surveys. There was extremely positive feedback on RichmondPRA's performance in assisting people to achieve their recovery goals, with 92% rating us favourably. Importantly, 95% expressed satisfaction with our services.

The VOICE Staff Engagement Survey was run once more to gain important feedback from staff. This year 452 (74%) staff participated, a slight increase on 2013 and exceeding the average industry benchmark of 62%. We had very positive results in all areas of the survey, generally with increases on 2013 results (see page 11 for more). Over the next year we will be working on the issues raised in the survey as opportunities for improvement including learning and development, staff recognition and career opportunities.

My thanks first and foremost to all the people who give us the privilege of working with them. My thanks to all our staff whose commitment, passion, flexibility and good humour never ceases to inspire me. My thanks to our fantastic Board and Chair, John Hall for their support and rigorous governance of this great organisation. And finally to our managers and the Senior Leadership Team who work tirelessly, never give up on quality or getting it right and are a simply wonderful group, my thanks and gratitude.

PAMELA RUTLEDGE
CEO

Organisation chart

RICHMONDPRA BOARD

Senior Independent Advocate

INCLUSION

General Manager, Inclusion

- Consumer Engagement
- Consumer Advocacy
- Recovery Framework

INFORMATION, EVALUATION & RESEARCH

Chief Information Officer

- Workforce Development
- Service Development
- Evaluation & Research
- Information Services

MENTAL HEALTH & EMPLOYMENT SERVICES

General Manager, Operations

- Individual Support Services
- Respite Services
- Structured Activities
- Residential Services

General Manager, Employment

- Peer Support
- Vocational Support
- Ostara Employment Services
- PreEmploy Institute

CEO

HUMAN RESOURCES

General Manager, Human Resources

- Employee Relations
- Recruitment
- Wellness Program & Injury Management
- Performance Management

BUSINESS EXCELLENCE

General Manager, Business Excellence

- Risk Management
- Policy Management
- Accreditation
- Internal Audit
- Workplace Health & Safety

FINANCE & COMMERCIAL

Chief Financial Officer

- Payroll
- Finance Accounting
- Management Accounting

Chief Commercial Officer

- Commercial Accounts
- Social Enterprises
- Australian Disability Enterprise
- Sales & Marketing

Chief Development Officer

- New Service Development
- Marketing & Communications

ADMINISTRATION

Manager, Administration & EA to CEO

- Administrative Support

Senior Leadership Team



AIDAN CONWAY

General Manager, Operations North/West

Aidan's role encompasses operational responsibility for mental health services located across the Hunter New England region, Southern New South Wales, Murrumbidgee, South East Queensland and parts of Western Sydney. This portfolio includes almost 300 staff in 24 locations.

In addition to the operational responsibilities of this large portfolio this year, he has been involved in significant projects including supporting the implementation of the RichmondPRA Recovery Action Framework, development of the RichmondPRA Diversity Strategy, and continuation of the significant work with New England Partners in Recovery program where RichmondPRA leads a strong consortium.

Aidan has also led RichmondPRA's work in the NDIS trial site in the Hunter region. The year has seen a significant growth in people accessing services through NDIS funding, and Aidan has supported the development of a specialised NDIS business team to re-engineer systems, processes and support offerings to address this significant change.

RichmondPRA has also committed to developing services in the Hunter region and has invested in a new centrally located facility to base its Newcastle and Lake Macquarie operations. This new facility will greatly improve our capacity and ability to offer a broader range of services for people throughout the Hunter region.

ANDREW O'BRIEN

General Manager, Operations South/East

While managing the diverse support activities of 230 staff in 17 locations around Sydney and NSW, Andrew has also been deeply involved in a number of important new programs for the organisation.

Foremost amongst these is the opening of RichmondPRA's first headspace service in Bankstown. This much needed service opened in March and by the end of the financial year has seen about 73 individual young people. The team and consortium partners reflect the diversity of the Bankstown area and is building a reputation for supporting young people's overall health and wellbeing.

Andrew also led the development of a draft Reconciliation Action Plan (RAP) with representatives from across the organisation forming a RAP Working Group. The focus of the RAP Working Group was to develop the foundations for building Relationships, Respect and Opportunities for the people accessing our services and staff.



MARTY GOLDING

General Manager, Employment

We will monitor its implementation and progress to ensure that Aboriginal and Torres Strait Islander people and staff are supported in a culturally appropriate way, and that all who are supported by us gain an understanding of the rich culture and traditions of the Aboriginal and Torres Strait Islander communities in which they live.

Following on the success of the Young People's Outreach Program in Penrith and South Eastern Sydney Local Health District, which falls under the management responsibility of Andrew, we were informed that we were successful in the tender for three of the five sites for the Youth Community Living Support Service in Nepean Blue Mountains, Western Sydney and Hunter. This was a significant step for us and highlights that our innovative models, as well as independent evaluations can have a positive impact on people accessing our services as well as the service system.

Marty's area of operations includes disability employment programs, which encompasses a broad range of opportunities for people: Australian Disability Enterprises (ADEs); Disability Employment Services (DES); vocational and peer supports and oversight of our social enterprises.

The employment programs are providing high quality, recovery-based supports to the people who use our services. Approximately 650 people participated in our employment programs during the year.

In 2014/15 following our review of the outcomes and management of our Community Businesses, Marty's team undertook a major restructure in our Community Businesses that introduced focused recovery-based training in addition to increased on site and ongoing support. Supports provided to supported employees were reconfigured so that peer work has become a primary source of support from the time of engagement.

All staff have received additional training to improve supports as well and are actively involved in the development of each employee.

RichmondPRA is a Disability Employment Service provider as a member of Ostara Australia, a national consortium of specialist mental health employment service providers. RichmondPRA provides this program in four sites in New South Wales and during 2014/15, 85 new people were placed in mainstream jobs.

Social enterprises continued to provide opportunities to develop skills and transition to open employment through six-month job placements in our Kwik Kopy store and, in time, Office National sites. This year, Kwik Kopy passed its second year of successful trading. The current 'trainee' is ready to move into open employment and is actively looking, the second 'trainee' will begin their work experience in the next couple of months.



FAY JACKSON

General Manager, Inclusion

Fay's role is to lead the organisation-wide effort to engage people with lived experience, build inclusion and develop recovery-oriented practices used by the organisation.

Fay led the finalisation of the Recovery Action Framework and with our CEO, Pamela Rutledge, presented a roadshow introducing the document and commitments around the state. In addition Fay consulted with people who access our services to write a submission regarding the Australian Government's review of the welfare system (the McClure Report), and also around our partnership with SANE Australia to provide their online forums.

Research has consistently shown that peer workers can successfully engage and mentor people on their recovery journey. Another important strategy led by Fay was the development of the "Why Not A Peer Worker?" Strategy, which aims to build RichmondPRA's peer workforce. Fay also represented RichmondPRA on numerous occasions as a keynote speaker at conferences and community forums.

To share her own experience and that of RichmondPRA in supporting people in workplaces, Fay presented training to other organisations such as The Disability Trust, NSW Department of Family and Community Services and others. In addition Mental Health First Aid classes were presented to RichmondPRA staff and managers, and a new Strengths Based Language Guide was also developed to help with consistent use of language.

Fay co-ordinated the submission of eight Abstracts to the 2015 TheMHS Conference, including two symposia. All were accepted and will be delivered at the August conference. RichmondPRA's Panorama and Action magazines continue to be produced and are very popular with people with lived experience and other stakeholders.

During the year Fay continued to provide a great contribution as a Deputy Commissioner with the NSW Mental Health Commission, as a leader with the National Commission's Leadership Program and as a lecturer with the NSW Institute of Psychiatry.



TIM FONG

General Manager, Human Resources

Tim has responsibility for: recruitment and induction; employee relations; human resources policy; equity and diversity; workforce planning; performance management; reward and recognition; employment contracts; injury management; and compliance with relevant legislation.

During the year, a number of projects were undertaken. With a substantial increase in the volume of recruitment around NDIS and peer workforce, processes and training increased the awareness of the value and contribution of peer work in every day work. In addition, internal career development opportunities continued to be created to further train and engage staff.

Tim also implemented a new Human Resources Information System and HR/Payroll Help Desk that was developed in partnership with the IT team. This should improve human resource data management and reporting for strategic decision making.



MICHAEL SMALLSMAN

Chief Financial Officer

A large number of human resources policies were also reviewed and updated, including a highly anticipated new Performance and Reflective Practice policy replacing the existing supervision policy framework. The Performance and Reflective Practice policy was subject to lengthy consultation with staff, and has an emphasis on focusing training and support around the organisation's 3 Vital Behaviours (see page 39). The new framework also provides an effective mechanism to improve staff career opportunities by spending more time with staff on career planning, by enhancing access to targeted learning and development opportunities, and improving career pathways.

During the past year, Mike has led the Finance team through a year of consolidation, bedding down processes and procedures. Month end practices have become more established and the resulting reports more focused.

The current accounting system has been working well, however as the organisation continues to grow quickly (approximately 8% in 2015) in 2016 Mike is planning to review the financial systems that will support organisational growth for the next 7-10 years.

Funders are now requiring more reporting, which continues to increase the finance workload considerably. On top of physical appraisals of funded programs, there is now a growing trend to provide financial forecasts during the year, culminating in an audited acquittal at year end.

Cash flow management has been a key area of focus for Mike's team this year. The operation of NDIS packages, particularly during periods of review, there can be a period of no funding and that puts pressure on our cash flow management.

This year Mike worked on the purchase and funding of the Guildford affordable housing development. This project will give RichmondPRA a solid, reliable revenue stream from 41 units, as well as an appreciating asset.



MOHAMMED ALKHUB

General Manager, Business Excellence

Mohammed focuses on the organisation's quality assurance systems and certification: Work, Health & Safety; Quality management; Environmental management; and National Standards for Mental Health Services and Disability Service Standards.

This year RichmondPRA was successful in the accreditation of the new National Standards for Disability Services and implemented the NSW Disability Service Standards in ADHC services.

A raft of reviews and re-certification processes were also undertaken including:

- Achieved recertification in the Environmental Management certification ISO 14001:2004
- Achieved recertification in the Occupational Health and Safety Management System AS/NZS 4801:2001
- Continued maintenance of our Quality Management System ISO 9001:2008

- Started preparation for the conversion and implementation of the new Quality Management System ISO 9001:2015

During 2014/15 Mohammed had a major focus on completing the harmonisation of RichmondPRA's policies and procedures, as well as ensuring all policies and forms were available online via the organisational intranet.

A key component of Mohammed's role is Chairing the Management Practice Review Committee, bringing together members of the Senior Leadership Team and Professional Practice Manager to regularly review the organisation's incidents, feedback, policy reviews and suggestions. This forms part of the organisation's continuous quality improvement program.



JULIE FRASER

Manager, Administration and EA to the CEO

In 2014/15 Julie continued to provide high quality support to the Chief Executive Officer, the Senior Leadership Team and to the RichmondPRA Board. Julie also effectively managed the RichmondPRA Administrative Team.

Julie had a pivotal role in the planning and coordination of the Annual General Meeting and the RichmondPRA Staff Forum in November. It was also the year that a new corporate travel booking system was implemented across the organisation.

During the year, Julie was also responsible for the management of one of the social enterprises, the Figtree Conference Centre (FCC), on site at RichmondPRA head office. This involved extensive planning, staff management, coordination and event management. After recruiting a Venue Coordinator in October 2014, Julie continued to play a supervisory role as the FCC continued to grow.



MARK ORR

Chief Information Officer

Mark's role involves leading and managing the work of the organisation's ICT Team, Evaluation, Research and Service Development Team and the Professional Practice Team, each of which cover all of the organisation's service and policy areas. The teams continued to provide high quality support to operational areas, helping to inform organisational decision making, and providing opportunities to improve practice in service delivery.

A major focus this year for Mark's team has been on organisation-wide activities that provide a foundation for improved performance and future growth.

Within the ICT area a number of projects were key through the year including:

- IT infrastructure refresh which addressed network performance, network storage, and new email and video communication systems;
- Centralised storage for electronic records across RichmondPRA to enable better enterprise wide backup and disaster recovery processes;

- Transition to InfoXchange's Service Record Systems as the one database of service delivery; and,
- Assisted with set up of a number of offices – HASI Plus Tamworth, headspace Bankstown, Peer Operated Service Point Vernon, NDIS sites in Mayfield, Raworth, Morisset and office moves in Bathurst, Dubbo, Ulladulla and Taree

The Professional Practice team established a Physical Health and Wellbeing Working Group to review the Back on Track Health Program, which included working with an accredited practising dietician. A new e-learning module 'Orientation and Induction' was developed and launched with an Introduction to Mental Health Issues. A highlight was successfully achieving registration under the National Regulatory System for Community Housing. In addition a Workforce Development Strategy and a Practice Governance Framework were developed. It was also the year when the team partnered in the Recovery Creativity research program with the University of Western Sydney plus they trialled the Recovery Oriented Service Self Assessment Tool (ROSSAT).

The ERSD team completed evaluations on the Pre-Employ Institute and a Discovering Research course to up skill people with a lived experience. In addition the ADHC Service Satisfaction Survey, and 2015 Voice Staff Survey and 2015 Guarantee of Service Survey were all undertaken with comprehensive reports delivered. Research commenced into system reform activities in the New England Partners in Recovery Consortium. With all the monitoring, evaluation and reporting required enhanced data quality and integrity processes meant new reporting systems were developed to monitor performance against contracts.

PHIL NADIN

Chief Development Officer

Phil's role was to work with the CEO and Board on projects that will ensure the organisation's long-term sustainability.

During the first half of the year Phil led the further development of the Guildford Affordable Housing project whilst we awaited approval from Holroyd City Council.

Phil also led the development of an innovative proposal in relation to social housing and support submitted as a project to the Premier's Social Investment Fund. We await the results of that submission.

A significant focus for Phil was the continued development of RichmondPRA's systems and processes to support the National Disability Insurance Scheme trial site in the Hunter. Significant focus was placed on information systems, marketing and reporting. Phil's leadership in this area throughout the first half of the year continued to build the organisation's readiness for full NDIS roll-out.

Phil retired from RichmondPRA in December 2014.

JAMES FANG

Chief Commercial Officer

During 2014/15, James had responsibility for the community businesses and social enterprises in RichmondPRA. Operational management of the community businesses was integrated with the Employment Division in October 2014, while James strengthened the focus on sales and marketing to improve commercial outcomes.

James also led the purchase and establishment of an Office National franchise in St Marys. This franchise is an addition to RichmondPRA's growing portfolio of social enterprises providing employment opportunities for people with a lived experience seeking work.

James left the organisation in April 2015.

In the media

**RICHMONDPRA MEDIA
ENGAGEMENT – 2014/2015**

Engaging with the media remains one of the most powerful and effective ways for organisations to be seen, heard and understood, and influence public information and opinion about important matters such as mental health. We have worked hard to gain media coverage for stories throughout the year.

One touching story was of RichmondPRA Armidale Manager, Jannelle Brandley, who, with her RichmondPRA colleagues, led a local suicide awareness walk in the wake of the tragic suicide of her 18 year old son Jarrod. Jannelle's brave stand was front page news across the New England region and took youth suicide awareness to a new level.

Multiple towns across western and north-western New South Wales saw the funny side of drought courtesy of RichmondPRA, which used the Federal Drought Assistance Package to organise a comedy relief tour by rising Australian comedian Kevin Kropinyeri. More than anything the shows were an opportunity for organisations such as RichmondPRA to communicate services and supports on offer for towns doing it tough. The tour was widely reported in newspapers and on radio and local TV. The ABC 7.30 television program even committed to following the tour – before dropping out because of budget cuts!

Mental Health Month, in October, saw us lead the way with awareness raising events

across New South Wales and Queensland and accompanying media exposure. The 'Make a Noise' initiative in Ulladulla, the big 'BeYounique' barbeque gathering in Nowra, the 'Hopeful Voice' art program in Penrith and the 'Brushes with Life' art exhibition in Taree all achieved significant media exposure. The one-year milestone of Partners in Recovery in the New England was marked with a major collaborative forum in Narrabri, arranged by RichmondPRA, and covered heavily by local newspaper, radio and television outlets. In Maitland RichmondPRA stepped out to explain how it would help Hunter Valley people embrace the NDIS roll out as far as mental health is concerned (and later in Lake Macquarie too).

In February our Bega team announced a series of gatherings across the local Shire to gather information on how local people with mental health issues can best be assisted – another PIR initiative. This too received good local coverage.

And we made a splash in Bankstown where we are heading the local headspace consortium. Extensive and ongoing local media coverage was achieved.

A big thank you to all the people who access our services, managers and staff who have made these achievements possible, in particular those who participated in interviews and spread powerful messages about mental health in the community.

Art project promotes good mental health

Funds boost services for

Scott

SOUTHPORT, QLD



RichmondPRA have most helped me:

- 1** Recover a sense of optimism (hope or confidence in the future)
- 2** Become determined to try to recover
- 3** By being supportive when I need them to be there for me
- 4** Take responsibility for my life and how I live it
- 5** Encouraged and helped me keep in touch with accepting friends

I have been with RichmondPRA for 15 months now. And, I have come a long way since I first walked through the door.

My mental stability was all over the place. I had a lot of issues to work through in my family, and because of these there was a knock-on effect on my confidence, health and lifestyle skills. Everything was overwhelming, but now I know how to look after my mental health and me.

The main thing I've found that helps me, is to face the world as a team - to ask for help when I need it. I'm more comfortable to use the support system, and this has helped me be in control of my mental health. My confidence has improved, so I'm more sociable and engaged in my community than ever before.

I've also learnt there are ups and downs in life, and that I should forgive myself for bad days and

mistakes, and to accept the positive and move forward with it.

I've found my voice, which gives me hope for better days.

I've worked on my social skills and have started to trust in others and myself, which has been a big step for me.

I'm working on being confident in my life choices and to stand by them, and part of that is learning how to say no, when you just can't do it. I've also started to build and strengthen important relationships, and I'm really looking forward to spending more time with my kids, and trying to keep up with them!

I'm feeling positive about the future. I'm planning to get my tile license this year, which will help put me on the path to buying a house and a car, so that I can have a better life with my kids. I'm being patient, but I know I will reach my goals.

Delivering an inclusive service



RichmondPRA works in local communities to help people to create their own recovery pathways. Our role is to support and resource people with a personal lived experience. You Achieve, We Support.

Accessing our services can mean different things to different people. Broadly, we offer people the chance to make friends, learn new things, get a job, or find a new home.

As at 30 June 2015, RichmondPRA employed 61 Peer workers across our services. We have made a public commitment to providing access to a peer worker no matter where a person lives.

Our peer workforce consists of suitably trained and experienced people with a lived experience of a mental health issue that gives them a unique perspective to assist others on their recovery journey.

SUPPORT PEOPLE ON THEIR MENTAL HEALTH RECOVERY JOURNEY AND TO LEAD AN ACTIVE LIFE

Partners in Recovery in the New England Region provided coordinated support and flexible funding to an additional 97 people with complex needs during the year. We are the lead agency in the New England region, and a collaborating partner in nine other areas throughout New South Wales;

headspace Bankstown opened its doors in March 2015, with the aim of helping young people get their lives back on track. From March to June 2015, 73 young people accessed our services;

Support for Day to Day Living (D2DL) Program provided small group and individual supports to 1081 people in Armidale, Inner Sydney, Liverpool, Newcastle, Penrith and Wollongong;

Recovery and Resources Services (RRSP) Program, provided support to 347 people in Armidale, Blacktown, Maitland, Moree, Taree, Temora, and Young;

Psycho-social rehabilitation programs provided small group and individual support to 128 people in Armidale, Newcastle, Penrith, Sydney and Wollongong;

The Peer Operated Service (POS) in Hervey Bay, Queensland includes a Resource Centre, Warm Line operated by peer volunteers until 10pm each weeknight, and a respite house. This year it supported 182 people living with a mental health issue;

Drought Assistance Package supported communities across five of the seven most drought affected areas of northwest New South Wales through events, information sessions and resources which provide social and economic stimulus;

Personal Helpers and Mentors (PHaMs) Program provided support to 144 people living in Bourke, Parkes and Cobar;

Home Based Outreach Service in Tumut provided support to 33 people.



SERVICES WE OFFER TO HELP PEOPLE FIND A JOB

PreEmploy Institute, enrolled 35 people in 2014-2015 in the semester-long vocational preparation course that includes general coursework and one to one support paired with a training placement. As a result of the course 9 people entered open employment, three went on to further study, seven are seeking employment, and 12 chose supported employment.

Ostara branches in Armidale, Bankstown Caringbah, Liverpool and Redfern, supported 455 people during the year to find and maintain a job in the open workforce.

RichmondPRA helps job seekers identify their preferences, and supports them to research the options available. Here are some ways we helped in 2014-2015: Curriculum vitae and résumé preparation; Career and further education planning; Personalised job search; On-the-job training in one of our social enterprises or community businesses; Interview preparation (e.g. personal presentation, interview techniques, transport planning); Job analysis by arrangement with an employer; Negotiation of reasonable workplace adjustments – before starting or if circumstances change; and On-the-job support and check-ins (if needed).

Community Businesses and Social Enterprises* We offered 432 people employment opportunities during the year in one of our three community businesses and four social enterprises (see page 42 for more).



SERVICES WE OFFER TO HELP PEOPLE FIND A HOME

RichmondPRA provides support to people searching for a place to call home under various programs around New South Wales and South East Queensland.

We helped people identify:

- whether they want to live alone or with others;
- how much support they want, and how that is provided;
- whether they want to live in a flat, villa, house, boarding house or some other dwelling;
- how much they can afford to pay;
- if they need to apply for additional help to get housing that suits them;
- what other financial commitments they have;
- which area they want to live in;
- what community facilities they want to be close to; and
- which people they want to be near (friends, spouse/lover, family etc).

This helped us work with people to identify the right support service for them.

Housing and Accommodation Support Initiative (HASI) – Across 26 sites we supported 496 people living in homes provided through housing partners such as Housing NSW or a community housing organisation. This included 36 people from an Aboriginal background in the Aboriginal HASI program;

Accommodation Programs

in Sutherland, Newcastle and Lake Macquarie delivered drop-in support to 66 people living in their own homes;

Young People's Programs in Penrith and Kogarah assisted 38 local young people in both residential and outreach services;

Women and Children's Program provided support to 46 women and children to re-establish themselves, learn positive parenting and life skills whilst affording them and their children a safe, secure place to stay;

24/7 Residential Services provided high levels of in-house assistance and care to 116 people who need this level of support including 76 former boarding house residents in community based accommodation sourced through various housing partners such as Housing NSW and community housing organisations;

New England Regional Sustainable Housing and Homelessness assisted 13 people who are homeless or who were at risk of homelessness in the New England area as lead agency with partners in our consortium;

Transitional Recovery Program in Caboolture, Queensland supported 21 people re-establish themselves in the local community.

RESPITE SERVICES

Respite for Carers Service at Penrith supported 104 carers to take some time out from caring.

Innovation

This year we held our first RichmondPRA Innovation Forum. We asked staff from across the organisation to tell us areas in which RichmondPRA could develop its services to better meet the needs of people with a lived experience of a mental health issue. As a result we received 180 ideas.

In November 2014 we brought together 130 staff from all over NSW and South East Queensland for two days to discuss ideas in eight areas:

1. Services
2. Cognitive Strengthening
3. Recovery
4. Peer Work
5. Partnerships and Community Development
6. Social Enterprise and Employment
7. Nutrition and Healthy Eating
8. Technology

As a result of discussions the Forum generated 24 ideas for consideration by the Senior Leadership Team and the RichmondPRA board.

These ideas were incorporated in the Board's Strategic Plan Review which occurred in February and are reflected in the new Strategic Plan and Operational Plan for 2015-2016.

The experience was rated highly and staff believed that there should be another held including people who access RichmondPRA's services.

"I felt an absolute privilege working for this organisation. And will take enthusiasm back to the country region in which I work."

"I believe that the innovation forum has been an exciting opportunity to have our ideas heard."

COMMUNITY ARTS PROGRAM

This program builds confidence, self-belief and self-esteem through facilitating avenues to express ideas and feelings through art making. It encourages exploration, furthering education opportunities and increased participation in the wider community. In 2014-2015 922 people with lived experience were part of this program, and were joined by 218 staff and 348 people from local communities.

Key achievements this year

This year we continued joint research being undertaken with the University of Western Sydney project, "Recovering Creativity: understanding the role of art in mental health recovery, through the voices and images of people with lived experience of a major mental health issue". The aim is to better understand how art making and the role of creativity within supportive surroundings influences the recovery, identity and the social inclusion of people living with a major mental health issue. The culmination of the "Recovering Creativity" workshops will be an art exhibition in August 2015.

Art becomes part of Recovery Action Framework

Following on from the Recovery Action Framework (RAF) and the Innovation Forum in November 2014 there has been the introduction of weekly "Recovery sessions" at the three ADEs in the Sydney metropolitan area. Art was one of the activities that was offered to the employees of the business units at three monthly intervals. Recovery focused art workshops involve relaxation, art making, music and mindfulness.

Mentoring

Jane Miller, our Community Arts Coordinator, mentors and supports facilitators of art groups across RichmondPRA. The facilitators include people who access our services who have skills that they would like to share with their peers.

Community Art programs were offered at 30 sites across NSW, with 33 different types of activities for example: watercolours; stenciling; foam printing; photography; photo editing; rock art; paper maché; art and music.



Total number of Participants in art making groups

922 **People accessing services**

218 **Staff**

348 **Other**

Demographics of people accessing our services

WHO ACCESSED OUR SERVICES

During 2014/15 RichmondPRA provided services and programs around New South Wales and Queensland to

5,314  people
at 64  locations

Our major services are



Helping people to make friends, get involved and learn new things
3380 people



Working with people to find a job
986 people



Supporting people where they live
948 people

Age

<16	59	1.5%
16-24	374	9.8%
25-34	625	16.4%
35-44	915	24.0%
45-54	948	24.9%
55-64	654	17.2%
65+	223	5.9%
Unknown	10	0.3%

Indigenous

 393 10.3%	 3341 87.7%	 74 1.9%
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Culturally and Linguistically Diverse

 772 20.3%	 2983 78.3%	 54 1.4%
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Gender

 2162 56.8%	 1644 43.2%	 2 0.1%
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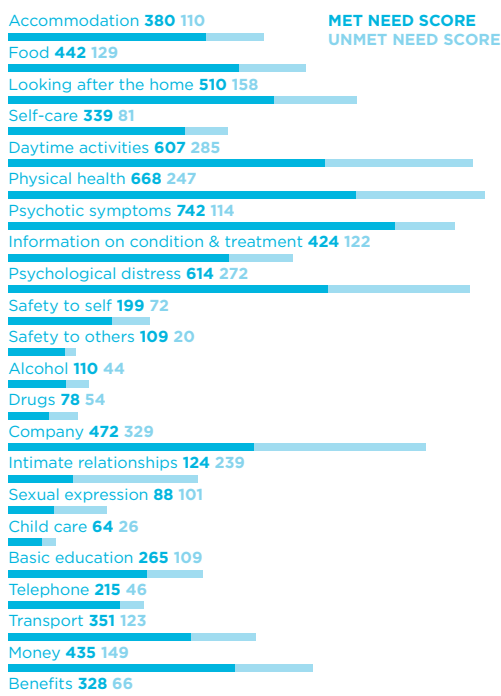
94.4% of people who responded said they were satisfied with the service they received from RichmondPRA.
(RichmondPRA Service Guarantee Annual Survey 2015)



Wellbeing outcomes

RichmondPRA is committed to outcome measurement for people who access our services.

This helps inform our own practice, and ensures our work is led by the people we support. We use the Camberwell Assessment of Need Short Appraisal Schedule (CANSAS) and Recovery Assessment Scale (RAS) across the organisation, with some programs also using the Activity and Participation Questionnaire 6 (APQ6). All measures are self-rated by the person themselves. CANSAS Conversations, an innovative workshop providing practical advice about good practice when engaging with people to identify their support needs, continues to rollout through RichmondPRA. To date, more than 400 RichmondPRA staff have participated in this training, providing positive reviews and an invigorated appreciation for the engagement of people who access our services. Crucial Conversations received a Highly Commended award from the Mental Health Association of NSW in the 2014 Mental Health Awards.



BACK ON TRACK HEALTH PROGRAM (BOTH)

The Back On Track Health Program offers people a suite of physical health self-management resources designed to support people to identify and respond to unmet physical health needs.

The Program has been working towards achieving the recommendations that arose from:

- Physical Health and Wellbeing Staff Survey Report conducted in July 2014, and
- RichmondPRA's Innovation Forum in November 2014.

Six key achievements in developing BOTH program:

SANE Smokefree Kit

This year we adopted the SANE Australia's Smokefree Kits as a standardised smoking reduction resource. The Smokefree Kit is delivered in a 10 session format to groups of individuals who have expressed a need to reduce or quit smoking. An evaluation tool has been developed to assist individuals towards achieving their smoking cessation goals.

Quarterly Health Promotion Planner

We developed a RichmondPRA health promotion planner to assist services to identify and promote physical health and wellbeing. An evaluation is planned to determine whether participation has led to any positive health outcomes.

Physical Health and Wellbeing Working Group

This group was formed to evaluate RichmondPRA's current physical activity and food and nutrition programs against best practice. A Dietician has also been engaged. As a result of these initiatives and consultation a physical health and wellbeing website has been developed.

Engagement of a Dietician

We organised for a Dietician to visit RichmondPRA sites to learn how food and beverage menus are planned and prepared, and food is served. These visits also included time for people to gain knowledge of how diet impacts their health, and how to make better choices.

BOTH Physical Health Cards

The BOTH Physical Health Cards were developed to gain an insight into how we can identify unmet health needs. 31 people who access our services participated in the pilot which gathered the feedback.

Recovery Action Framework report card

This year we finalised development of our Recovery Action Framework (RAF) that has been a process of collaboration across the organisation, including staff and people who access our services.

With the creation of several working groups in 2013, eight recovery-orientated organisational accountabilities were developed to provide the initial structure.

As a result of further work, we identified three vital behaviours that, if used consistently, would maximise our chances of achieving the recovery-orientated changes set out in the RAF. These are:

1. *Encourage each other to use strengths-based language;*
2. *Hold recovery conversations;*
3. *Engage in reflective practice.*

We then took the RAF on the road presenting at 14 sites across New South Wales and South East Queensland. Through October, November and December, our CEO, Pamela Rutledge, General Manager, Inclusion, Fay Jackson, members of the Senior Leadership Team and in some locations Janet Meagher AM, visited our sites to gather feedback and create a conversation around the use of three vital behaviours in each locality.

The key message was that recovery is absolutely achievable and the three vital behaviours would ensure that we were producing a service that was truly recovery focused. From that platform, it was also important to discuss the language we use and how we write to ensure consistency and understanding.

Results from the Recovery Action Framework Survey 2015 – use of vital behaviours before and after RAF Roadshow

1. Strengths Based Language

Work colleagues say you would use



People accessing services say you would use



Work colleagues use



2. Recovery Conversations

Work colleagues say you would use



People accessing services say you would use



Work colleagues use



3. Reflective Practice

Work colleagues say you would use



People accessing services say you would use



Work colleagues use



50%

the proportion of people accessing our services that strongly agree with the statement **“RichmondPRA assist me to work towards my recovery goals”** (Target 75%)



LEARNING AND DEVELOPMENT

RichmondPRA supports staff to improve their knowledge and skills in order to provide high quality supports to people who access our services. We provide internal learning and development activities as well as support to access external activities. In the past year staff accessed 16,400 hours of learning and development through 1,265 course attendances. That is an average of 26 hours of training per staff member by head count. 59 percent of the training was focussed on strengths based approaches and recovery-oriented practice.



16400.5 hours of training delivered



1265 courses were attended



947 internal courses were attended



318 external courses were attended

Course subject as proportion of number of courses

65.2%	Strength Based approaches
15.5%	Mental health
11.8%	Management
5.4%	WHS
0.9%	IT
0.7%	Personal wellbeing
0.5%	Peer Work

OUR HUMAN RESOURCES

RichmondPRA has a diverse workforce of 608 staff, over 44% of whom have a lived experience of a mental health issue. This year we have grown the Peer Workforce significantly so that Peer Workers make up nearly 14% of the staff in our mental health services and we are committed to continuing to grow that number.



608

total workforce active at 30 June 2015

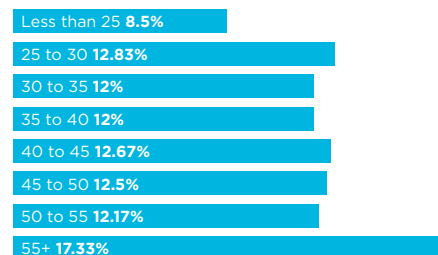
Demographic Data	% of Workforce
Male	32.57%
Female	67.43%
Lived Experience	44.74%
Culturally and Linguistically Diverse	15.3%
Indigenous	4.28%



Peer Workforce
13.76% Proportion of Mental Health Services
10.03% Percentage of total workforce

Workforce	
Full Time	49.18%
Part Time	17.27%
Casual	20.39%
Closed period contract	13.16%

Age Distribution % of Workforce



June

TAMWORTH, NSW



RichmondPRA have most helped me:

- 1** By being supportive when I need them to be there for me
- 2** Recover a sense of optimism (hope or confidence in the future)
- 3** Become determined to try to recover
- 4** Take responsibility for my life and how I live it
- 5** Encouraged and helped me keep in touch with accepting friends

When I reflect on myself, I remember a time when I thought I was happy living on my own in Barraba, NSW, with all my pets, but that was until there was a local town flood that put my home in jeopardy. The local emergency services came to support my evacuation and they found my living conditions were quite poor. I wasn't perhaps coping as well as I thought, and they put me in touch with social services.

I've learnt many new things about myself in the last two years with RichmondPRA. I'm the same old June with the same interests, but I have new skills and appreciate people being there to support me. I have learnt how to do things better now, and become more independent.

I moved into my home at O'Connell Street, Tamworth, 23 months ago from Hilltop Lodge, and began visiting HASI Plus slowly. I got to know the people and staff, before I moved in permanently in December 2013. I was the first person to move into the new program and I'm proud to say that in maybe 18 months, I was doing so well that I was able to move to a more independent support. At first, I needed 24 hour support with medication management, understanding my schizophrenia, support with my cerebral palsy, hearing and living skills. They really helped

me, and soon I was on my way to being independent. I was so proud of myself the day I achieved complete independence with my medication management.

I have two siblings, one of which is my twin sister, but I choose not to see my family, as we have a history I'd prefer to put behind me. I usually don't interact with activities being offered unless I have an interest, and then I look forward to outings. I'm quite happy with my own company, and I really don't go out of my way to meet many new people.

I enjoy watering the gardens and walking. It is my exercise, and I go out rain, hail or shine. Sometimes in the rain I forget my umbrella and the staff run one out to me. Sometimes I stop at a seat on the corner where I have someone there I talk to from time to time. I'm an avid reader and also enjoy a visit to the Library, where I find Western and other books to read. I don't particularly like washing my hair in the shower, but I have found that I really like getting my hair done at the local salon each week and having it set, I get a real kick when people tell me how nice it looks when I get home.

I love it here - I feel safe and secure. I have now recovered a sense of optimism and in a way I feel far more confident in myself.

Building social inclusion

COMMUNITY BUSINESSES

Being employed gives people a sense of purpose, and goes a long way to improving their wellbeing. By providing work opportunities, RichmondPRA is driving social inclusiveness as people achieve their work goals. Employees contribute positively to their community, develop skills for the future, and progress in their recovery journey.

Community Businesses, our Australian Disability Enterprises (ADEs), provide real jobs in a real work environment that assist employees to develop skills and experience in a range of work activities. Over 625 people chose to work at a RichmondPRA site during 2014-2015, providing packing, shrink-wrapping, digital copying, document shredding, grounds maintenance and cleaning services for over 35 contracts and locations.

This year, RichmondPRA undertook a major restructure of our ADEs and the services and supports we provide to employees. A significant focus has been placed on the greater involvement of Peer Workers, holistic recovery oriented training and support to access open employment where appropriate. Peer Workers are linked to new employees from initial contact, to improve engagement and the ongoing support provided to maximise each person's achievements. Regular recovery-based training sessions are held on site to include life skills, helping employees identify hopes and dreams and supported by ongoing mentoring.

Our vocational services provided by Peer Workers and Mental Health Workers are fundamental to providing individualised supports to employees to pursue their vocational and employment goals, and address any personal barriers to participation.

Formal certificate level training relevant to their work environment is available to any interested employee and this year many employees commenced a Certificate III in Warehousing.

Prestige Packing Company

Prestige Packing (PPC) provides a variety of warehouse-based work including packing, pick and pack, warehousing, digital storage, and light assembly, at Marrickville, West Ryde, and Harris Park.

Close to 350 employees worked at PPC over the year, contributing to earnings of close to \$3 million through work for companies such as Colgate, Commonwealth Bank of Australia, New South Wales Government, Woolworths, Shiseido, Bremick, Grasshopper and 3M.

Each PPC site has a dedicated manager and supervisors to assist in their day to day work.

Enterpraise

Enterpraise provides services in gardening, cleaning, residential and commercial premises maintenance. This year the business continued its expansion to include NSW Ambulance Service sites. Approximately 200 employees were involved in Enterpraise activities during the year, most through part time work. Teams comprised one supervisor and up to four employees working across Sydney, and based in Marrickville, Penrith, St Mary's and Warwick Farm.

Enterpraise revenue exceeded \$2 million in 2014/15 and is set to continue increasing as we take on more contracts at market pricing.



SOCIAL ENTERPRISES

A social enterprise is a business venture whose main purpose is to create employment for disadvantaged workers in a real time business. RichmondPRA operates several social enterprises that aim to be financially sustainable, whilst providing much needed local jobs, training opportunities and services.

Figtree Conference Centre (FCC)

Figtree Conference Centre (FCC) opened in July 2013 as a purpose-built function centre located in conjunction with RichmondPRA's head office in Sydney Olympic Park. The Conference Centre caters for corporate and social conferences, events and exhibitions and bookings continue to grow year on year.

FCC delivers positive social outcomes through the provision of training and employment opportunities that help break the cycle of unemployment and isolation so often experienced by people with lived experience of a mental illness. Each employee is trained and mentored in events and catering management. Vocational services give employees tailored training, mentorship and direction along with access to TAFE courses.



FCC is a modern facility that provides:

- An open-plan conference space with flexible partitioning to cater for between 5 and 250 people;
- Appropriate AV technology;
- Full accessibility for people with disability;
- A separate open-plan gallery for exhibitions and displays;
- Outdoor space, accessible for break-out discussions;
- An industrial kitchen with quality catering facilities, providing for a large range of catering requirements depending on function and budget.

As a social enterprise, FCC employees strive to ensure that guests' expectations are met and that the overall enterprise returns a profit. Profits are fed back into the enterprise to invest in enhancing customer experience and to provide learning experiences for employees.

Over the 2014-2015 year, 10 people had casual or part-time work including training placements or traineeships at Figtree Conference Centre.

Renewable Recyclers

RichmondPRA has operated Renewable Recyclers since 2010 to contribute to the e-waste industry and to create green jobs and training opportunities for people with barriers to mainstream employment in the Illawarra region of New South Wales. By diverting e-waste from landfill and recovering valuable non-renewable resources, that would otherwise go to waste, Renewable Recyclers was working towards a sustainable future through a range of e-waste management solutions.

Since opening its doors in March 2010, the enterprise picked up some impressive awards. These included 2011 NSW Regional Achievement and Community Awards for the Business and Employment category, as a Finalist in the Manufacturing and Resources category for the Illawarra Business Awards 2012, and most recently, as Winner of the NSW Government's Green Globe 2013 Awards for Regional Sustainability.

Unfortunately, the business has been struggling under Stewardship Protocols introduced by the Commonwealth Government which were designed to divert e-waste from landfill but have failed so far to provide viability for recycling operators.

As a result, the Board decided reluctantly that it was no longer possible to subsidise the work of Renewable Recyclers and the venture closed at 30 June 2015.

Kwik Kopy

Opening in August 2013, it took RichmondPRA just 18 months to be ranked in the top 40% of Kwik Kopy franchises nationally, as benchmarked by Kwik Kopy Head Office.

RichmondPRA has a long history in graphic design and printing services having operated Buckprint Graphics in Surry Hills since 1988. In 2011 the board decided it was time to modernise the business model so it could remain competitive in a high tech environment, and offer employment more relevant to jobseekers. With the purchase of a Kwik Kopy franchise, RichmondPRA invested in a proven business model based on high levels of technical expertise, great customer service and a respected name in the business.

The franchise was established as a social enterprise, which meant employees would receive support from RichmondPRA for their mental health recovery. This innovative response to finding employment solutions for people with psychosocial disabilities was recognised with the awarding of a grant from the Commonwealth to assist in the transition of Buckprint into the new Kwik Kopy social enterprise.

Kwik Kopy, Surry Hills, employs three people, one of whom is a supported employee.



Scott

LIVERPOOL, NSW



RichmondPRA have most helped us:

- 1** Become determined to try to recover
- 2** Recover a sense of optimism (hope or confidence in the future)
- 3** By being supportive when I need them to be there for me
- 4** Take responsibility for my life and how I live it
- 5** Encouraged and helped me keep in touch with accepting friends

I have been with Enterpraise Lawn, Gardening and Cleaning services now for seven years.

I began as a supported employee, and now I'm a full-time Supervisor supporting others.

Work helps stabilise my illness. When I started at Enterpraise I wasn't well at all as I was affected by schizophrenia and depression. However I came to learn that coming consistently to work: perhaps it was the routine, or the structure helped me to keep things in check. My main tasks at work are leading a team to mow lawns and providing supervision training in safety. Now I'm a supervisor I look forward to supporting others into open employment.

Each day is different at Enterpraise. I have made friends with the other employees and the staff. Everyone is friendly and we all dig in and get our jobs done. I particularly enjoy working outdoors and completing the day's tasks.

This year I've been working on my public speaking at our workplace meetings with Safe Work Instructions. It's not something I'd typically warm to, but I feel stronger now and I'm getting into the spirit of it. I'm also calling our mowing customers to book appointments and follow up on any enquiries. Working on the phone has given me more confidence and I really feel like I've grown into my job.

RichmondPRA Staff and management have really helped me get on my path to recovery. Over time I was given more responsibilities and was supported to become a Leading Hand. I received training in Workplace Health and Safety (WHS) and became our site's WHS representative.

I'm really looking forward to growing my skills as a supervisor and helping others see the best in life.

Chairman's Report

"You Achieve, We Support" is the theme of our Annual Report for 2015. These words encapsulate the essence of the work of RichmondPRA in assisting those with a lived experience of a mental health issue to fulfil their potential for a happy and healthy life, despite every day challenges.



RichmondPRA has developed the Recovery Action Framework as a process to ensure our activities and services are recovery focused. Underpinning the Recovery Action Framework is a belief that recovery is achievable, and a commitment to demonstrating that recovery is possible for all those who seek our services. The very positive nature of “You Achieve, We Support”, recognises that we are there to support each individual’s journey as they seek to find the often elusive path to recovery.

The Recovery Action Framework has been warmly embraced by staff, and it is now being rolled out across the organisation to ensure that we are providing services that are recovery focused. This process also highlights the continuing quest by RichmondPRA’s senior leadership team for new and progressive ways to deliver our services to those we serve. We are acutely aware that the staged implementation of the National Disability Insurance Scheme will require us to be a best practice provider to meet the complex needs of those who utilise our services. The Recovery Action Framework will help us to achieve and maintain these best practice standards.

The Board and management has again reviewed the strategic priorities of RichmondPRA for the next three years. This rolling strategic review process has proven an effective tool. As such the organisation’s strategic direction continues to evolve and adapt to the changing external environment, our aspirations for our people and the resources available to us.

As always, our vision is to enable full participation within a diverse and inclusive community. Our mission is to work in the community with people with a mental health issue or psychosocial disability, their families and carers to provide recovery-oriented support and resources. The mission statement guides the daily activities of RichmondPRA. It is the statement of what we have to do and the basis of how we measure our performance.

As foreshadowed in my report last year, we have undertaken a regeneration of the members of the board of directors. During the year, Dr Andy Campbell, Dr Neil Phillips and Desley Casey resigned as directors, and I am pleased that Doctors Campbell and Phillips will continue to serve as non-director members of the Services Committee of the board. The board has appointed Paula Hanlon to fill the casual vacancy created by Desley’s resignation. We anticipate further appointments to the board in 2015-2016.

In December 2014 Phil Nadin, former Chief Executive Officer of Psychiatric Rehabilitation Australia (PRA) and Chief Development Officer of RichmondPRA retired. Phil joined PRA as Chief Executive in 1994 and served both organisations and the sector with distinction throughout this period. His commitment to the merger in 2012 was instrumental in its achievement and success. He was a pioneer of the social enterprise model and was committed to enhancing the quality of life of those with a lived experience of a mental health issue. The organisation owes a great debt of gratitude to Phil for his service and leadership.

The organisation is extremely fortunate to have a highly effective leadership and management team that is so competently and passionately led by Pamela Rutledge. The board greatly appreciates the strategic capability of the leadership team, their support in the Board’s strategic review process, their commitment to implementing the strategic direction set by the board, and their flexibility in addressing the many challenges that they confront in running the organisation.

My sincere thanks go to the members of the board, past and present and the many staff members who have made RichmondPRA what it is.

JOHN HALL

Chairman

Our board members



CHAIRMAN

John Hall, MBA, FAICD

John has been Chairman since the inception of RichmondPRA in 2013. His background is in financial markets and corporate governance. He is currently Chairman of the Bank of China (Australia) Limited, and his executive positions have included Chief Executive Officer, Australian Institute of Company Directors, Managing Director, Austraclear Limited and Chief Executive of the International Banks and Securities Association. Previously John was the Chairman of the Board for Psychiatric Rehabilitation Australia for 10 years.

DEPUTY CHAIRMAN

Bruce Alcorn

Bruce is a consultant specialising in the management and governance of not-for-profit organisations, and reviews their programs and operations. He has led some of Australia's largest community service organisations, and has created and chaired a number of boards. Positions he has held include: Director of Community Welfare for the Northern Territory; Director Policy and Planning for Family and Community Services NSW; CEO of the Spastic Centre of NSW; Executive Director UnitingCare Queensland; and Executive Director UnitingCare Ageing NSW.

TREASURER

Stan Brogan, FCA, FGI, FAICD

Stan continues to serve the RichmondPRA board, after having continuous service in the Mental Health industry from when he joined the Psychiatric Rehabilitation Australia's Board in 1995, after he retired as a partner of then Price Waterhouse. Stan holds a number of private company directorships. His accounting knowledge and business acumen continue to benefit the RichmondPRA board.



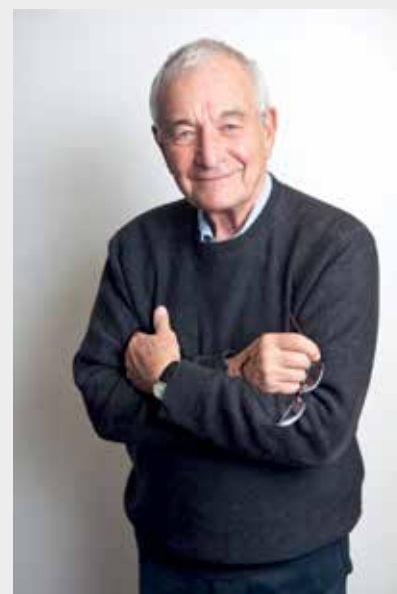
Robyn Carmody

Robyn's involvement with people with mental disabilities began more than 15 years ago when she was involved in the care of a person who was living with a mental illness. Her involvement with the provision of facilities for those with mental illness and their carers has included a position on the Managing Board of Pioneer Clubhouse, as well as involvement with the provision of respite facilities for carers of people with mental illness. Robyn brings a range of personal and industry experience and a community point of view about health services.



Paul Clenaghan

Paul is the Community and Partnerships Manager for Sydney Local Health District Mental Health Services in the area of Sydney, stretching from Redfern to Canterbury. As a qualified psychiatric nurse, he holds a Masters in Nursing and a Post Graduate Diploma in Nursing Management. He has over 30 years of service to people experiencing psychosocial disadvantage, their care and support. He has published and presented on issues in mental health, drug health and partnerships. Paul has led projects which have won the Minister for Mental Health Award for Excellence in the provision of Mental Health Services and The People's Choice Award at the 16th Annual New South Wales Health Awards 2014 – for "Holistic Health for Mental Health Clients".



Richard Gulley AM, RFD, BA, LLB

Richard is a solicitor and a Deputy President of the Mental Health Review Tribunal. He is an Accredited Mediator and Arbitrator. Richard has been a member of the Council of the Law Society of NSW, and has chaired numerous committees of the Society. In addition he was a director of the Legal Aid Commission of NSW for 19 years. In 2003 he received an Order of Australia for services to the Law and the Legal Profession.



Paula Hanlon

Paula has been a consumer worker for 17 years with Ryde Community Mental Health Services. She has had a long affiliation with Richmond Fellowship and Psychiatric Rehabilitation Australia (PRA). Paula was a resident of Richmond Fellowship of NSW in 1987 and 1992, and served as a Director on the Board from 2008-2011, before joining the RichmondPRA board in 2015. She has also worked with the PRA worksite consumer committees to develop their skills and enhance their participation. Paula is a Surveyor for the Australian Council on HealthCare Standards (ACHS), a member of the NSW Mental Health Commission Community Advisory Council, the NSW Consumer Workers Committee and the TheMHS Learning Network Management.



David Sharland

David has a finance controller background, holding chief financial officer and general manager roles in large private and public sector businesses. He is a Fellow of CPA Australia and the Australian Institute of Company Directors. David has held directorships in the private and public sectors, and provides training to directors and Boards in corporate governance and financial management.

Dr. Andy Campbell

Andy is a psychiatrist with over 40 years' experience in public mental health services. He has regularly worked as a member of the Mental Health Review Tribunal and advised the Centre for Mental Health while providing teaching services to the NSW Institute of Psychiatry. Andy is also a founding member of TheMHS, the major provider of conferences for mental health workers in Australia. He is a convener of the Comprehensive Area Service Psychiatrist Group.

Retired November 2014.

Desley Casey

Desley is a prominent mental health consumer activist. She has led Community Connections, a consumer operated service of Consumer Activity Network (Mental Health), since its inception. She has organised numerous forums, personal development opportunities for clients and consumers and mental health promotional events, and is a strong champion of programs that promote recovery.

Retired December 2014.

Dr. Neil Phillips

Neil is currently a Consultant Psychiatrist for Aboriginal Medical Service Western Sydney and Senior Specialist Psychiatrist for Greater Western Area Health Service. He broadcasts on mental health and human relationships on the "Drive" show on ABC Radio 702, and has published books for consumers and carers about psychiatric disorders. He was a former board member of Psychiatric Rehabilitation Australia.

Retired March 2015.

STATEMENT OF CORPORATE GOVERNANCE

RichmondPRA is committed to implementing the highest standards of Corporate Governance, reflecting our belief that only by recognising and implementing these high standards can we fulfill our obligations to a wide range of parties including, the people who use our services, their families, our staff, employees, funding bodies and the community at large.

The Board has adopted a formal Charter setting out the functions reserved to the Board and those delegated to the Chief Executive Officer (CEO). The Board's role is to set the strategic direction, governance and policy framework for the organisation, then to monitor and evaluate the organisation's service and financial performance. The CEO is responsible to the Board for the management of RichmondPRA, for the implementation of the strategic direction set by the Board and the effective performance of the organisation.

RichmondPRA's Board currently comprises 10 members, all of whom are Non-Executive Directors. In 2014, the members approved a resolution that the Directors may be paid fair and reasonable remuneration for their services as directors. The aggregate of such remuneration in any financial year may not exceed the amount approved by the Members in the General Meeting. No present Directors receive remuneration from RichmondPRA. All Directors are required to act in the interests of the organisation, in accordance with its mission and values. Directors are recruited to provide an appropriate mix of professional, and life experience to deliver value to RichmondPRA. The Board renews its membership in a progressive and orderly manner, and Directors are elected or appointed for

three-year terms. Staff members of RichmondPRA are not permitted to be a Director.

The Board of RichmondPRA has established four standing committees to assist in its governance and monitoring roles. As committees of the Board, they advise the Board on specific areas and make recommendations for the full Board's approval.

Each committee has a Charter, which includes Terms of Reference, clearly defining their role, procedures and functions, and these are ratified by the full Board. Committees may co-opt outside members from time to time in order to bring additional skills and experience to their deliberations.

From time to time the Board may establish special purpose committees or working groups to address a particular task or issue.

The four standing committees are:

Audit & Risk Committee

This committee is tasked with assisting the Board in fulfilling its statutory obligations, implementing sound corporate governance, and overseeing the Board's responsibilities in relation to risk management, external and internal audit and internal control function.

Finance Committee

This committee is tasked with overseeing the Board's responsibilities in relation to financial and commercial management and reporting, investment and borrowing policy and management and endorsement of the annual budget and underlying assumptions. Major investments, and capital purchases are referred to the Finance Committee for review prior to approval by the Board.

Services Committee

This committee is tasked with assisting the Board in fulfilling its obligations, and overseeing the Board's responsibilities and commitments in relation to service quality and client satisfaction, program development and innovation, and evaluation and continuous improvement. Objectives of the committee include providing advice to management on systems and approaches for measuring the quality and effectiveness of the organisation's psychosocial programs and services, advising the Board on these important services, receiving reports from the Independent Advocate and reporting on these to the Board.

The Board has processes in place to regularly review its composition and annually evaluates its collective and individual Director's performance and development needs. This review covers a range of issues including the Board's role and processes, interaction with management, and Director's contribution to the ongoing performance and strategic direction of RichmondPRA.

RichmondPRA respects and values our members. Our Annual General Meeting provides an opportunity for members and other stakeholders to meet with and question the board and management of RichmondPRA.

Nominations Committee

The Nominations Committee has been formed to identify, renew and propose to the Board candidates for appointment as a Director of RichmondPRA.

Financial performance

YEAR END JUNE 2015

RichmondPRA continues to record a strong financial performance with a net operating surplus for the year end, a pleasing \$121,493.

This result has been achieved by continuing our downward pressure on Head Office expenses as a percentage of total expenses to 10.4% (2014 - 11.7%, 2013 - 14.2%) while continuing our growth in income by 10.4% over 2014, which was an increase over 2013 by 10.6%.

This year we continued our excellent result in the low incidence of workers compensation claims. This has a direct effect on premiums paid, minimising costs in this area.

In 2015, we purchased a property in Newcastle to provide a new and upgraded community facility for people who access our services and an integrated regional office.

This added a further \$2.2M to our property assets while reducing our cash position by \$1.1M and increasing long-term debt by \$1.1M.

In this financial period our accounting treatment has changed from that reported in previous periods. Previously we were forced to show \$3.83M in debt (predominantly income in advance) as a 'restricted reserve' in Equity.

The release of accounting exposure draft ED260 and a review of our contractual obligations has allowed us to restate our results over the two reporting years and with a working capital ratio of 1.8 (2014 - 2.0) and liquidity ratio of 2.4 (2014 - 2.7), our Balance Sheet remains in a strong position.

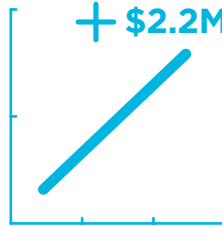
The sale of our King Street, Newcastle property in due course will only strengthen these ratios.

\$121,493



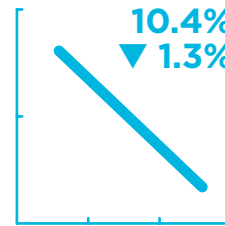
Surplus

+ \$2.2M



Property Assets

10.4%
▼ 1.3%

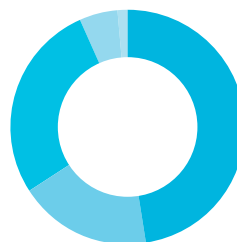


Head Office Expenses



Revenue

- NSW Government
- Comm. Government
- Business Sales
- QLD Government
- Other Income
- Gain on sale of Property



Costs

- Supporting people wherethey live
- Helping people make friends, get involved and learn new things
- Working with people to find a job
- Other
- Cost of Goods sold

OUR SOURCES OF REVENUE 2014/15

		2014-15	2013-14
Comm	Commonwealth Government	\$16,873,776	\$14,314,735
State	NSW Government	\$28,152,229	\$25,556,815
Business	Business Sales	\$3,709,662	\$3,477,804
QLD	QLD Government	\$1,715,903	\$1,556,994
Other	Other Income	\$1,497,143	\$1,789,792
		\$51,948,713	\$46,696,140
Gain on sale of Property		\$244,438	\$295,836
		\$52,193,151	\$46,991,976

COSTS SUMMARY

Supporting people where they live	\$24,752,535	\$22,757,083
Working with people to find a job	\$9,536,943	\$9,955,637
Helping people make friends, get involved and learn new things	\$14,383,984	\$11,610,079
Other	\$2,797,163	\$3,080,977
	\$51,470,625	\$47,403,776
Cost of Goods sold	\$601,033	\$504,246
	\$52,071,658	\$47,908,022

OUR BALANCE SHEET AT A GLANCE

	2014/15	2013/14
Assets		
Cash and cashable investments	\$14,033,738	\$15,992,436
Property, Plant and Equipment	\$17,528,603	\$14,714,917
Receivables	\$2,395,037	\$1,937,943
Other assets	\$702,598	\$294,871
Total Assets	\$34,659,976	\$32,940,167
Liabilities		
Accounts Payable	\$3,061,112	\$2,789,788
Accrued expense	\$3,382,612	\$3,275,293
Financial Liabilities	\$2,850,000	\$1,750,000
Provisiond for Staff LSL and Holiday Pay	\$4,460,592	\$4,193,850
Total Liabilities	\$13,754,316	\$12,008,931
EQUITY	\$20,905,660	\$20,931,236

The next twelve months

MENTAL HEALTH SECTOR REFORM

There is a need for a population-based allocation of resources that create pathways of stepped support for people with lived experience and their families, that are easy for them to understand and navigate. We will continue to work closely with the NSW, Queensland and Australian Governments, as well as the National Disability Insurance Agency, to ensure integrated supports and services are available to people with a lived experience no matter where they live. We will continue our work in advocating for these reforms along with our sector partners.

SOCIAL IMPACT INVESTMENT BONDS

We await the release by the NSW Government of the Social Impact Investment Bonds for managing mental health hospitalisations and managing chronic health conditions. We see this approach as a major opportunity for the sector to attract much needed investment to provide innovative supports to people with lived experience of a mental health issue.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) ROLL-OUT

As we close 2014-2015 we are eagerly awaiting the announcement of the roll-out schedule for the NDIS. Having been a service provider in the Hunter Trial site, we are well placed to seize the many opportunities the roll-out will bring. With a large presence in Western Sydney we are already involved in the expansion of the NDIS there.

GUILDFORD

The next year will see us commence the construction of the 41 Guildford Housing Units funded under the National Rental Affordability Scheme. This is a new venture for RichmondPRA but an important part of our work, knowing the importance of affordable housing to local communities and mental health.

RECOVERY ACTION FRAMEWORK (RAF) IMPLEMENTATION

We will continue to implement the RAF we launched in 2014-2015. The eight Organisational Commitments made in the Framework will drive much of our work over the next couple of years as we work hard to continually improve our recovery-oriented practice. Early in the new financial year we will be hosting Dr Julie Repper, Director of the Implementing Recovery through Organisational Change (ImROC) program at the UK Centre for Mental Health, the inspiration for the RAF. Dr Repper will speak on recovery and peer work as well as mental health service reform.

PEER WORK

The next year will continue to see us put significant effort into growing the peer workforce and providing the supports they require to excel in this important role. We will also investigate the use of technology to deliver peer work supports in rural and remote settings and look at how we can share our experience with others.

COMMUNITY BUSINESSES

We will continue our program of reform in our Community Businesses. Our focus on increasing their recovery-orientation and providing more training opportunities to develop life skills and work related skills has been welcomed by people with lived experience accessing those services. We will work closely with the Employee Advisory Committee to further develop this program to better support people's personal recovery goals.

COMMUNITY ADVISORY COUNCIL

A large part of the year will be spent travelling around New South Wales and South East Queensland speaking with people with lived experience to discuss our services in local communities and the establishment of an organisation-wide Advisory Council. The Council will be made up of 24 representatives from 12 regions. It will be another way in which we can ensure the voice of people with lived experience actively participate in RichmondPRA's decision-making and organisational development. It is envisaged that the Community Advisory Council will meet for the first time in May 2016.

RECONCILIATION ACTION PLAN

With a long-standing commitment to working with local Aboriginal Communities and Elders, social and emotional wellbeing and reconciliation during Mental Health Month we will launch our new Reconciliation Action Plan. The development of this plan has been led by a broad cross-section of staff, both Aboriginal and non-Aboriginal, and the subject of consultation across the organisation.

DIVERSITY

In 2014-2015 we developed a suite of resources to improve our cultural practice with specific focus on people from culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander people and communities, people with disability and people who identify as lesbian, gay, bisexual, trans* or intersex. During the next year we will roll-out an online diversity training module, undertake our second self-assessment against diversity standards and enter the Pride in Diversity Australian Workplace Equality Index Awards.

METRICS

We are committed to evidence based practice and believe that measurement and reporting against our key metrics is a foundation of what we do. Over the next 12 months we will review our current suite of metrics to ensure they reflect key business drivers that support good governance and high quality services.

PHYSICAL HEALTH AND WELLBEING

We know the importance of health and wellbeing as a support for people to participate in local communities. Next year we will develop our award winning Back on Track Health program to deliver information and self-management resources online. This will increase the accessibility of this program to people who access our services and staff.

STRATEGIC PLAN 2015-2018

This year the board reviewed and updated the Strategic Plan for the period 2015-2018.

RichmondPRA
Together, we're better.

Strategic Plan 2015-2018

OUR VISION
To enable full participation within a diverse and inclusive community.

OUR MISSION
To work in the community with people with a mental health issue or psychosocial disability, their families and carers to provide recovery-oriented supports and resources.

OUR VALUES
Hopes and Dreams • People Focus • Individual Strengths • Inclusion • Partnership • Diversity • Recovery Journeys

KEY RESULT AREA 1
Developing and Delivering Services

We will develop strategic partnerships as we pursue growth opportunities.

We will develop a new model of service, which facilitates access and is based on a philosophy of no wrong door to support people's recovery journeys and assist them to achieve a contributing life.

Our service delivery will be evidence-based.

We will seek out opportunities to develop innovative services.

Our assets and infrastructure will support efficient and effective national service delivery.

We will keep abreast of, advise and inform government mental health policy, program and funding requirements.

We will revise our diversity profile and cultural competence.

We will deliver quality services.

We will develop effective strategies for marketing and fundraising.

Metrics
People report receiving support for their recovery journey
Staff satisfaction
Value of new business
Number of people moving to employment

KEY RESULT AREA 2
Using Resources Wisely

Our budget will be set within organisational income and realistic opportunities for growth.

We will manage financial risks within the risk levels set by the board.

Our strategic marketing activities will lead to increases in income.

Our management practices will be sound.

Our financial resources will be managed effectively.

Metrics
Expense to revenue ratio
Net cash position
Cash flow
New surplus
Admin expense to frontline services expense ratio
Net growth over time

KEY RESULT AREA 3
Organisational Effectiveness

We will have effective governance structures and processes in place.

We will have an effective management and infrastructure framework.

We will have a focus on quality.

We will grow our membership and maintain a focus on being a member based organisation.

We will have an effective risk management framework.

Metrics
Health and safety
Customer satisfaction
Cash flow

KEY RESULT AREA 4
Strategic Marketing and Communication

We will have a commitment to transparency, accountability and open and reciprocal communication in all relationships.

People who use our services and stakeholders are well informed.

We will strategically use tailored communication, including better use of social media.

Our brand will be recognised by stakeholders as a leader in community based mental health.

Metrics
Value of new business
Customer satisfaction (consumers, stakeholders and business)
Brand awareness
Use of social media

KEY RESULT AREA 5
Supporting Our People

Our human resources policies and practices are based on best practice principles.

We will remain committed to growing and training our consumer and peer workforce.

We will be an employer of choice.

Metrics
Staff satisfaction
Health and safety
Number of people with lived experience

OUR THANKS TO

RichmondPRA acknowledges the significant financial support from the following funders that allows us to do our work:

Australian Government

Department of Health
Department of Social Services
National Disability
Insurance Agency

NSW Government

NSW Health
Department of Family and
Community Services - Ageing,
Disability and Homecare
Department of Family
and Community Services -
Housing NSW
Department of Family
and Community Services -
Child and Family Services
Department of Sport
and Recreation
Hunter New England
Local Health District
Illawarra Shoalhaven
Local Health District
Murrumbidgee
Local Health District

Nepean Blue Mountains
Local Health District
South Eastern Sydney
Local Health District
South Western Sydney
Local Health District
Southern NSW
Local Health District
Sydney Local Health District
Western Sydney
Local Health District

Queensland Government

Queensland Health

Other Funders

headspace National Office
Hunter New England and
Central Coast Medicare Local -
Partners In Recovery
Illawarra Shoalhaven Medicare
Local - Partners In Recovery
New Horizons - Partners
in Recovery
Schizophrenia Fellowship
of NSW - Partners In Recovery
South Eastern Sydney Medicare
Local - Partners In Recovery
Southern NSW Medicare Local -
Partners in Recovery
Western Sydney Medicare Local -
Partners in Recovery

Eric

NEWCASTLE, NSW

I find a recovery approach that reflects my hopes, and builds on my strengths in a way that helps me move forward to achieving goals, that I have chosen, at a pace I am comfortable with, is the way for me.



RichmondPRA have most helped me:

- 1** By being supportive when I need them to be there for me
- 2** Become determined to try to recover
- 3** Recover a sense of optimism (hope or confidence in the future)
- 4** Encouraged and helped me keep in touch with accepting friends
- 5** Take responsibility for my life and how I live it

I was first diagnosed with mental illness at the age of 13. I am now 29 years old and as you can imagine, over the years, I have dealt with a varied range of services. I've also had numerous hospital admissions over my lifetime, and I have faced significant levels of adversity and hardship such as homelessness, family breakdown and social isolation.

I met Senior Peer Worker, Michael at the Intermediate Stay Mental Health Unit in Newcastle. He explained to me the types of support that RichmondPRA provides and what could be offered to me in line with the supports within my NDIS plan.

I was really pleased to hear about the peer support, and Michael has helped me immensely. Not only can he relate to challenges similar to mine, he is a walking example of completing his goals like a degree, which reassures me that it is possible that mental health can be managed adequately to allow me to realise my hopes and dreams.

I find a recovery approach that reflects my hopes, and builds on my strengths in a way that helps me move forward to achieving goals, that I have chosen, at a pace I am comfortable with, is the way for me. Michael and I have explored ways to incorporate personal interests into my individual recovery plan such as attending astronomy group, meditation classes and I have undertaken activities in the community such as going for coffee and playing chess. I just love to play chess every week!

My dream is to go to university, where I hope to finish a degree, and obtain employment in my chosen field. I also hope to develop a social network with like-minded people.

Recovery is a daunting task. It is not just about having symptoms but about having the life skills, the belief in one's abilities, and having an overall sense of purpose and direction in life. I am on the way to achieving my goals, and I'm grateful for the ongoing support from RichmondPRA.

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