



RichmondPRA
Together, we're better.



2012/13 ANNUAL REPORT

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SNAPSHOT

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.

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 supports and resources.

WE VALUE

Hopes and dreams, people focus and individual strengths, inclusion, partnership, diversity and recovery journeys.

WE HELP PEOPLE

with a mental health issue, and families and carers, link to services that can help them live a contributing life in the community of their choice.

SNAPSHOT

During 2012/13 RichmondPRA provided services and programs around New South Wales and Queensland to

4,386 PEOPLE
AT **62** LOCATIONS

OUR MAJOR SERVICES ARE

Helping people make friends, get involved and learn new things

2,158 PEOPLE

Working with people to find a job

1,149 PEOPLE

Supporting people where they live

1,079 PEOPLE

RICHMONDPRA EMPLOYS **594** STAFF IN OUR TOTAL OPERATIONS, OF WHOM **42%** DISCLOSE HAVING **A LIVED EXPERIENCE OF MENTAL ILLNESS.**

HIGHLIGHTS OF OUR YEAR

LAUNCH OF RICHMONDPRA

RichmondPRA commenced operations as Australia's newest community managed mental health service on 1 July 2012. The merger of two of New South Wales' largest mental health non-government organisations, the culmination of eight months' work, brought together over 93 years experience working with people with severe and persistent mental illness, providing them with the help they need to re-establish their lives in the community.

The newly merged organisation was formally launched by the Hon. Kevin Humphries, Minister for Mental Health, Healthy Lifestyles, and Western New South Wales. People who use our services, partners and funding agencies, along with RichmondPRA staff and other supporters attended the important event in New South Wales Parliament House.

The new organisation moved into a new, spacious and light filled headquarters at 5 Figtree Drive, Sydney Olympic Park. The building houses our management staff, Figtree Conference Centre and Art Gallery. A new organisation, a skilled management team, highly experienced staff, all ready to take on the challenge of providing quality recovery focused services in a rapidly changing world.

EMBRACING INCLUSION

An early priority for the new organisation has been to contemplate the ethos of our services and support. So, very quickly, we moved to define a policy which embeds within the organisation the consumer-facing character of all that we do. "Embracing Inclusion" is the policy by which RichmondPRA has committed itself to affirmative strategies under which we employ people with lived experience of mental illness in our organisation. By adopting this approach, we demonstrate that one way we can provide support for people to live a contributing life in a more inclusive and supportive community, is by creating and maintaining a more inclusive and supportive workplace. The policy is working.

BY THE END OF OUR FIRST YEAR OF OPERATION, THE NUMBER OF STAFF IN RICHMONDPRA WITH A LIVED EXPERIENCE OF MENTAL ILLNESS HAD RISEN FROM 30% TO 42%.



image far left
Hon. Kevin Humphries,
Pamela Rutledge,
John Hall



image left
Hon. Kevin Humphries,
Janet Meagher AM

DEVELOPING SOCIAL ENTERPRISE - FIGTREE CONFERENCE CENTRE AND KWIK KOPY SHOP

RichmondPRA is committed to helping people with mental health issues find work, for that is a key recovery outcome that many people desire. Supporting people to go straight into the open labour market may be the ideal, but from our long experience in the field, we know that some people may prefer pre-vocational services that help ease them back into the workforce at a pace that they can determine. In our opinion, this is where "social enterprises" have a role to play, and RichmondPRA has embarked upon a program to offer people the choice of this type of support. Following on the success of our first social enterprise, "Renewable Recyclers", opened in 2010, our first year has seen us move to establish another two.

In May 2013, the Figtree Conference Centre was officially opened by Her Excellency, Professor Marie Bashir AC CVO, The Governor of New South Wales. Figtree Conference Centre isn't only beautiful – as a purpose built centre, it provides outstanding high-tech event facilities which can be tailored to the needs of groups from 5 to 250, while providing training and work opportunities to people with mental health issues.

Kwik Kopy is one of Australia's most recognised and respected business franchises, having been trading for nearly thirty years. RichmondPRA's third social enterprise is a new Kwik Kopy store on Elizabeth Street, near Sydney's Central Railway, which opened in August 2013. We are now operating as a Kwik Kopy franchisee, one of more than 100 such stores around Australia.

Through this business, which will need to be operated up to Kwik Kopy's high standards, we will be able to offer job seekers who have a mental illness real commercial experience, at full award wages, preparing them to enter into the careers of their choice.



image top
John Hall, Her Excellency Professor Marie Bashir AC CVO, Pamela Rutledge, Rebecca Tsang and Keith Christiansen.

image bottom
John Hall, Dr Andy Campbell, Pamela Rutledge, Bruce Alcorn, Her Excellency Professor Marie Bashir AC CVO, Richard Gulley AM and David Sharland

LEADERSHIP ROLE IN COMMONWEALTH'S PARTNERS IN RECOVERY PROGRAM

The major community mental health initiative of the year was the introduction and rollout of the Commonwealth's \$590 million Partners in Recovery (PIR) Program. Sixty-one of these programs were established around the country. Following an exhaustive selection process, RichmondPRA secured the role of lead PIR agency in the New England area, and support provider in another 9 regions around New South Wales. RichmondPRA will also sit on the National Steering Committee for the Program.

Agencies working together in PIR will work collaboratively to create a more coordinated approach to supporting people with diverse needs, their carers and families, and encourage innovative solutions to improve peoples' access to the services and supports they need.

OPENING NEW SERVICES

In the first full year of RichmondPRA's operations, we continued to expand the reach of our specialist mental health recovery services by securing additional contracts for Government initiatives. The most notable of these were in the field of housing and accommodation support.

Under one newly funded program, we will be providing inreach support to 75 people living in Boarding Houses in Sydney's inner western suburbs. Following an Ombudsman's report into the unsatisfactory conditions experienced by Boarding House residents, RichmondPRA will help people to improve their physical health and wellbeing, to engage in the social activities of their choice, and to obtain work where it suits their requirements.

Another initiative funded by NSW Health and to be provided by RichmondPRA is a program that will move 20 people who have lived in mental health care facilities for long periods into more community based settings in Newcastle and Tamworth.

CONTRIBUTION TO THE ROLLOUT OF THE NATIONAL DISABILITY INSURANCE SCHEME

Even overshadowing the PIR rollout was the launch, on 1 July 2013, of the National Disability Insurance Scheme (NDIS). RichmondPRA was able to play a part in the preparation for this momentous change to the way disability services are to be provided throughout the country. We were selected as one of a group of expert agencies in the field to undertake a study of best practice in person-centred planning and service delivery, the result of which we presented at a national conference just prior to the launch of NDIS.

CELEBRATING MENTAL HEALTH IN THE COMMUNITY

At RichmondPRA we take World Mental Health Day, which falls on October 10 each year, seriously. We do this by having lots of fun! Our head office and all sites celebrate by organising various activities in the community to highlight the importance and to raise awareness of mental health. Whether it be a picnic at Sydney's Bicentennial Park for 400 people, or a local morning tea in a country town, the approach is always the same – get involved with the community, and have fun together.

Another one of a number of regular community based events to be repeated this year was the bi-annual Art Show "Another Door Opens". This followed on the "Picture Our Vision" art competition which invited clients, consumers, members and staff to contribute ideas to the look and feel of the new organisation's branding. Each of these events, which involve months of planning, preparation and energy, provide people with a platform to express their individual creativity and talent, and they also provide opportunities for RichmondPRA to engage with community to overcome the stigma of mental illness.

WHO USES OUR SERVICES

4,386



NUMBER OF PEOPLE WHO USED RICHMONDPRA SERVICES DURING THE YEAR

AGE



3,122



AVERAGE NUMBER OF PEOPLE ENGAGED WITH OUR SERVICES EACH QUARTER

INDIGENOUS



CULTURALLY DIVERSE BACKGROUND



57.1%
♂ MALE

42.9%
♀ FEMALE

LOCATION



SYDNEY	46.3%
HUNTER NEW ENGLAND	20.5%
NEPEAN BLUE MOUNTAINS	9.1%
WESTERN NSW	6.6%
ILLAWARRA SHOALHAVEN	6.5%
MURRUMBIDGEE	5.7%
SOUTHERN NSW	2.6%
QUEENSLAND	1.6%
FAR WEST NSW	0.7%

MY STORY SHERIKA

I'm 25, I have 3 kids and for the first time in my life, everything is what I think normal would be. I have my own life, I pay my own bills, I decide who comes into my kids lives, there aren't fights all around me with the police coming to the house every second day and there's not social workers involved all the time.

I grew up believing I was Aboriginal. My family had instilled the pride of our culture in me but when I went to court and the kids were removed, FACS told me I wasn't Aboriginal because I couldn't prove Aboriginality on my father's side. I was told to go to various Aboriginal Land Councils and get vouched for - how do you do that when your family's been ripped apart through the forced removal policies of past governments? I'm still trying to sort that out.

I grew up in a hoarding environment. There was a lot of chaos - constant domestic and family violence. My three children were taken into care in 2010. All were in non-ideal fostering arrangements. My oldest and youngest children both have developmental and speech delays. It took a year for me to wake up and realise that my situation had to change drastically if I wanted to get my kids back. I got to a certain point and I decided it was my last chance so I decided to do whatever it took to get them back. I had done a lot of parenting courses but the department would not agree to me getting the kids back. It was 2012 and I was willing to do anything. The only way for me to have my children restored to me was entry to RichmondPRA's Women and Children's Program.

The support staff in the Women and Children's Program and my FACS caseworker were pretty upfront. They identified and helped me sort out some problematic family relationships and helped me become more assertive - it was important for me to stand up to certain family members and exert the control a mother rightfully needs to exercise, in order to give her children a good life.

Whilst in the Women and Children's Program, I became sick and needed to have a gall bladder operation. One of the postoperative conditions was that I have 6 weeks recuperation time where I did no lifting. I couldn't lift my children. The Women and Children's Program organised for Sydney In Home Care to come in 6 hours a day however they were not reliable and their own staff did most of the hands on parenting over my 6-week recovery period. In the middle of my time there, my middle child was diagnosed with cerebral palsy. During the 13 months I lived in the Women and Children's Program, there would have been appointments about various things 4 out of 5 weekdays. It was an enormous coordination effort from Belinda, the team and myself to get my life and the children's lives back on track. They were there for me 24/7.

Between the Women and Children's Program (W&CP) and my fabulous counsellor at the local women's service The Washhouse, I found my voice. Mt Druitt has a reputation for not being very safe with high rates of domestic violence but The Washhouse has really made it a safe place for me. Nancy, my counsellor there, has been the first one I have been able to click with, after years of bouncing around different government and community services. Not many counsellors are on the same page as you or are able to reflect your story back to you in a helpful way that allows you to gain insight into your own situation.

Since leaving the Women and Children's Residential Program in April 2013, we've been living in our own home and supported through the transition program of W&CP. Our home is immaculate - and I know Belinda and the staff were really worried about it to begin with, as they know I came from a hoarding background. My eldest child is in school, my middle child has extra support through the Cerebral Palsy Alliance and she and my youngest attends childcare. I'm now studying a Certificate III in Community Welfare. It is a bit daunting after not having studied since high school. I was even a guest speaker at The Washhouse on International Women's Day in March this year. That was a really proud moment. I hate talking in front of people - even in front of one person. I just was so empowered by the Women and Children's Program that I found I could do it.

I have stopped myself from having anything to do with anyone from my past. Sometimes I feel a bit isolated. Sometimes I get a message on Facebook from someone from my past and I have to ignore it. I have my TAFE course and I help out at my son's school. I'm making new friends. I can see myself keeping on going; persisting. I would have never thought I had it in me when I was a teenager but I've come to realise that I'm a pretty determined person.

for the
FIRST TIME
in my life
EVERYTHING
IS WHAT I THINK
normal would be





I always thought
that I could
SAVE THE WORLD
AND make it a
better place.

MY STORY LEE

I was diagnosed with Post Traumatic Stress Disorder (PTSD) in 2011. I share my story with you with the wish that I can help fan the flame of hope in your heart. I'm Lee and I'm a Peer Support Worker for RichmondPRA in Bega, NSW. I thought that I was the only person who had a rollercoaster ride in life, filled with emotions that I could not control. But I've met people whose lives are much harder than mine but who have been touched with similar trauma.

My husband, John, died suddenly in 2007. My four grown up children did not cope well with his death. Two of them, in particular, were very angry about the decision that I made to not put him on dialysis for the last months of his life. He had cancer and I chose to let nature take its course. My husband was sick for 16 years and we were married for 30 years: we'd discussed all the options and I knew he did not want to live that way. I didn't discuss my decision with our kids: I didn't want to put them in the position of having to make a hard decision. It was enough that I was between a rock and a hard place, wasn't it?

When he died, my world came crashing down around me. Two years and a lot of grieving later, I thought I would make a tree change and move down south (without my kids). I had worked for 30 years in community welfare and was in managerial roles for 13 years before I became Regional Manager of an Out of Home Care program for a large not for profit organisation – it was a job I thought I could do and for which I was competitively selected.

There was an expectation from the organisation that I could take on 6-7 roles without support. Management put a lot of demands on me. It became bullying when they discovered that I could not and would not work 7 days per week, 18 hours per day. When I fell apart, the attacks became terrible to the point where my managers were verbally abusing and degrading me. It took me 10 months to get out of that dark place and I still struggle with some anxiety and depression.

I find that consumers are more willing to talk to me - not about their diagnosis, medication or mental health issues, but about how they feel, their stories and how that has impacted their lives. The Intentional Peer Support training I went to in March 2013 has helped me as it has given me a base upon which to build. I really started to listen and see things differently. Being able to share my story with the team and other people has been useful as it opens up other ideas and ways of thinking that may have been overlooked or not considered as important. This allows me to open up a dialogue with the Key Workers and assist them to see the consumers with whom they work from a different perspective.

Being a Peer Worker since September 2012 has been interesting, informative and a learning experience. A key aspect has been about building up trust again. I still trust people but don't trust management and the authority process. Graeme Sorrell has been a fantastic support for me.

I always thought that I could save the world and make it a better place. I know now that I can't, but I can listen, have empathy and help develop relationships that model positive recovery.

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SERVICES

WE WORK IN LOCAL COMMUNITIES TO HELP PEOPLE ON THEIR MENTAL HEALTH RECOVERY JOURNEY. RICHMONDPRA PARTNERS WITH INDIVIDUALS.

WE RECOGNISE HOW IMPORTANT IT IS THAT A PERSON STAY IN CONTROL OF THEIR LIFE AND SET THEIR OWN DIRECTION. OUR ROLE IS TO SUPPORT AND RESOURCE PEOPLE. PEOPLE COME TO US FOR HELP AT ALL LIFE STAGES. YOUNG OR OLD, MAN OR WOMAN, SELF REFERRED OR REFERRED BY SOMEONE ELSE – A GP, FAMILY MEMBER OR OTHER SERVICE – OUR FIRST RESPONSE IS TO LISTEN.

At RichmondPRA, there is NO WRONG DOOR. We do not advertise rigid pathways to entry. These just institutionalise barriers to recovery. We facilitate pathways to assistance through any one of our programs, community businesses or social enterprises or, possibly, another service.

We ask each of the nearly 4,500 consumers who use our services each year to complete a self-assessment of their needs – we can sit and do it with the person, if that's their preference. We get the person's permission to speak with other people who may offer helpful advice – like family, a community mental health nurse, housing provider,

a GP or psychiatrist. If they don't want us to contact them, that's OK too. Where we provide support, how we provide it is agreed on with each individual.

RichmondPRA employs Peer Workers in the majority of our services. The peer workforce consists of suitably trained and experienced people with lived experience of recovery from mental health difficulties who have an affinity for providing specialised support services to consumers. As a peer worker, one's own 'lived experience' provides an essential element and a distinct advantage to hold a place of hope, mentor and support people moving through or struggling with their own recovery journey.

OUR FIRST
RESPONSE
IS TO
listen

AN ACTIVE, ENGAGED LIFE

RichmondPRA offers a non-judgemental, realistic perspective as a person steers toward their goals. Our role is to support and resource consumers with reliable information. We help individuals break their goals down into measurable, achievable chunks. And then, we support them to take steps – small steps every day, every week, every month – to get to where they want to be and achieve various life goals.

Coming through our door means different things to different people. Some do it so they can make friends or get involved. Other people call on our help in order to get support to learn new things. We offer member run groups, individual support sessions and a variety of alternative activities. Best of all, the activities are selected and largely run by members themselves. We think it's important that members identify what groups and activities they'd like to participate in, based on what's important to their recovery.

RichmondPRA provides psycho social support to consumers through the:

- **Day to Day Living (D2DL) Program** providing small group and individual assistance to 1220 people in Armidale, inner Sydney, Liverpool, Newcastle, Penrith and Wollongong;
- **Recovery and Resources Services (RRSP) Program**, providing support for to up to 320 individuals in 12 locations across NSW;
- **Psycho-social rehabilitation programs** providing small group and individual assistance to approximately 300 people in 5 centres in Sydney, Newcastle, Wollongong and Penrith;
- **Personal Helpers and Mentors (PHaMs) Program** providing support to people living in Bourke and Parkes;
- **The Consumer Operated Service (COS) Resource Centre** in Hervey Bay,

Queensland which includes a Warm Line operated by consumer volunteers until 8 pm each weeknight and supports 125 local people living with mental illness;

- **Home Based Outreach Service** in Tumut. The type of support we offer is as varied as the individuals wanting assistance. Broadly, we offer the people the chance to:
 - **learn new things** in an informal setting like managing mental health, literacy and numeracy skills tutoring, healthy cooking or making handicrafts (e.g. jewellery, paper/cards, mosaics)
 - **brush up on life skills** like budgeting, making appointments or filling in forms
 - **build a healthy lifestyle** by participating in groups and engaging in activities that promote physical health, exercise, emotional wellbeing, addiction and disease management
 - **access the community**
 - **explore further education**
 - **re-visit activities** people may have lost touch with
 - **explore volunteering**

SUPPORT TO FIND AND KEEP A JOB

Full-time, part-time, casual, seasonal or sessional work – the world of work is changing. RichmondPRA helps each person make the best of his or her skills in getting the job they want. We help them wedge the door open to existing and new opportunities. If a career in a certain field is a person's goal, we help them realise it. RichmondPRA can help people investigate and enrol in trade apprenticeships, TAFE courses, specialist courses and university degrees. We support individuals to find the right job match, while they study and after obtaining their qualifications.

Sometimes, people looking for work get a job in one of RichmondPRA's own community

businesses and social enterprises or in RichmondPRA's Work Incentive Scheme. This teaches job-specific skills and provides a supportive environment in which to learn about general workplace expectations: punctuality, how to work as part of a team, protocols for taking leave, how to negotiate around tasks. The bottom line is helping you get a job that delivers a fair day's pay for a fair day's work. It's why an Enterprise Bargaining Agreement that pays award based wages to all workers covers RichmondPRA's own community businesses. We lead by example and we help consumers seeking work to negotiate with employers.

RichmondPRA provides a range of assistance for people seeking employment. These include:

- **support to find and maintain a job** in the open workforce through our OstaraPRA branches located at Armidale, Redfern, Caringbah, Liverpool and Bankstown, with nearly 750 people helped during the year;
- **securing a paid placement** in the semester-long course run by PreEmploy Institute, the only educational and vocational institution of its kind in Australia, with 131 enrolments during the year;

- **653 work placements** during the year in one of our 3 community businesses or 3 social enterprises we operate; and
- **support for nearly 100 people** to transition into work through the Work Incentive Scheme operating in some RichmondPRA sites that helps people rebuild a sense of their own employability, helps people to graduate on to other jobs, trades and professions in the open job market.

RichmondPRA helps job seekers identify their preferences and supports them to research the options available. Here are some ways we can help:

- **CV 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
- **On-the-job support** and check-ins (if needed)

WE SUPPORT PEOPLE TO FIGURE OUT WHAT THEY WOULD LIKE TO DO FOR WORK.

WE HELP INDIVIDUALS FIND THE RIGHT FIT BETWEEN THEIR JOB AND THEIR LIFE, SUPPORTING THEM TO TAKE ON NEW CHALLENGES WHILST BEING MINDFUL OF THEIR RECOVERY JOURNEY.

A PLACE TO CALL HOME

Research shows that people living with a mental health issue who live where they want to, are more likely to have a job, friends and better quality of life compared to those whose housing doesn't meet their needs. Good housing can help rebuild and maintain independence, day-to-day routines, confidence and social networks.

RichmondPRA provides people searching for a place to call home with support under various programs around NSW and Queensland. In NSW these include:

- **the Housing and Accommodation Support Initiative (HASI)** – including many sites dedicated to providing Aboriginal HASI - through 26 sites that support over 250 people live in homes sourced through housing partners such as NSW Housing or a community housing organisation;
- various **Supported Accommodation** programs that deliver drop in support to over 100 people living in their own homes;
- our **Young People's Programs** in Penrith assisting nearly 70 local youths in both residential and outreach services, which evaluation has shown has reduced rates of hospitalisation by up to 85%;

- our **Women and Children's Program** based in Blacktown is the only service of its type in Australia, takes referrals from all over NSW and provided over 90 women and children who have experienced trauma the opportunity to re-establish themselves, learn positive parenting and life skills whilst affording them and their children with a safe, secure place to stay;
- our **Bail Support Pathways Program** which provided short to medium term accommodation support to two dozen defendants who would otherwise not have made bail due to the risk of homelessness;
- **24/7 Residential Services** where we provide high levels of in house assistance and care to 80 people who need this level of support;
- the **Residential Services** we provide to 87 former boarding house residents in community based accommodation sourced through a housing partner;
- the **Transitional Recovery Program MOSAIC** in Caboolture, Queensland which helped 28 people to re-establish themselves in the local community after leaving the local mental health acute facility; and
- the **Tamworth Linkages Program** addressing the needs of over 100 people who are homeless or at risk or homelessness.

How do we help people find a place to call home? The sort of personal preferences and options we help them identify include:

- 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
- which people they want to be near (friends, spouse/lover, family etc.)

We support people to work out their priorities for their own home. When that's done, we help them make a plan to create their home. This can mean helping them lodge housing applications, doing housing inspections with them, introducing them to potential housemates we already support who are looking for another household member or any other task involved in the making of that person's home.

RESPIRE

RichmondPRA provides two peer run respite services: one in NSW and one in Queensland.

Respite for Carers Service at Penrith offers Carers the opportunity to take some time out. RichmondPRA shares the care, by providing companionship and support for a person experiencing ongoing mental health issues while Carers take some time for themselves.

Spinnaker on Spinnaker is a 4-bedroom home in the Wide Bay area of Queensland. It has been specially designed for use by people who need respite from their families or who feel they are becoming unwell as a step before – in the hopes of alleviating – a hospital admission. A place at Spinnaker on Spinnaker is made available to peers that use the Consumer Operated Service (COS) Resource Centre in Hervey Bay and will eventually be offered to people who access the COS WarmLine. People can access 'Spinnaker on Spinnaker' for up to 3 weeks, providing they are using the resource centre for support through their recovery. Taking a preventative health approach, it is expected that 'Spinnaker on Spinnaker' will prevent or substantially reduce the number of hospital admissions experienced by people living with severe and persistent mental illness in the Wide Bay Area.

AT BOTH LOCATIONS, RESPITE SUPPORT IS PROVIDED BY SOMEONE WHO KNOWS WHAT IT'S LIKE TO NEED HELP. THE PEER SUPPORT WORKERS THEREFORE HAVE EMPATHY AND UNDERSTANDING OF MENTAL HEALTH ISSUES. THEY PROVIDE HOPE TO BOTH CARERS AND CONSUMERS, BEING REAL LIFE EXAMPLES OF THE RECOVERY PROCESS IN ACTION.



MY STORY ERIC

Hello, I'm Eric Bates. With the assistance of RichmondPRA's employment service, Ostara, I now live a meaningful life and I'm achieving my career goals.

Through the assistance of my employment consultant, Andrew Hindmarch, I commenced employment with the Sutherland Shire's leading Real Estate agent six months ago as a Real Estate Assistant. This is the first meaningful employment I've had. I love it and I'm excelling in the role. The principal of our real estate agency has become my firm mentor; we're talking about my career trajectory with me potentially moving into Sales within the next 2 years. I work out at the gym with him; he's not just my mentor but a real friend.

Ostara was really there for me for the long haul. For five years, they supported me with training, counselling, referrals, personal support, interview coaching – even down to advising me about and helping me finding the right clothing for an interview. It's hard to come across as a go-getter and the best candidate for a job in a competitive selection process when you're on a fixed income. Their help was the key to my success in obtaining this job.

When I was initially referred to Ostara, I was living with acute anxiety, major depression and post-traumatic stress. I had lost all hope, had no dreams and was in a really dark place. I suffered from social phobia, agoraphobia and had recently separated from my partner with whom I have a young son.

With the support of Ostara, I feel like a changed person. I now have my dream job. I'm able to support my young son financially, see him lots and be really present for him as a parent. I now live a life full of hopes and dreams. I will be forever grateful for the assistance and support I received from RichmondPRA's Ostara and Andrew Hindmarch, my consultant.

I NOW LIVE A LIFE
Full of Hopes
and DREAMS.

COMMUNITY BUSINESSES AND SOCIAL ENTERPRISES

RichmondPRA owns and runs a number of businesses and social enterprises to create employment opportunities for people with mental illness. Three of these businesses operate under the Commonwealth Disability Employment Assistance Program as 'Australian Disability Enterprises'.

These businesses provide supported employment to people with disabilities. They also meet strict service standards to ensure that people receive support that is respectful of their rights, their safety and their individual goals and ambitions.

Prestige Packing Co.

At its three factories in Marrickville, Harris Park and West Ryde, Prestige Packing Co. (PPC) offers packing, shrink wrapping, collating, blister packing, and light assembly. PPC customers include Colgate/Palmolive, Commonwealth Bank, NSW Government, Woolworths, Shiseido, Bremick, and Grasshopper.

A newly created division provides document scanning and secured document destruction services. This service includes file preparation, scanning, indexing and warehousing for office files, maps, plans, and any archived files. There is a growing market for these services, because they allow businesses to share files locally and globally, reducing office clutter and solving storage issues and file security problems. This is an exciting new area for PPC and offers people seeking to broaden their work readiness the opportunity to gain new skills.

People who work at PPC generally seek part time work, which supplements a Disability Support Pension. An increasing number of the employees at the three factories see the time spent there as a step towards moving to the open labour market, and, more importantly, a part of their recovery journey. Each PPC site has a team leader and supervisors to assist employees to perform the jobs required, and Peer Workers to

support them in those areas of work and day to day living which they find a challenge.

Customer comment Bart Sarlabus – Colgate/Palmolive: *"We've been a client of Prestige Packing Co since 2007. We mostly have co-packing jobs like conversion into Shelf Ready Packaging assembly into a promotional pack (for example pencil cases) and assembly into a regular selling product (such as travel packs). We've been really pleased with the work from Prestige, and one of our Key Performance Indicators is flexibility which Prestige regularly meets. For certain 'must meet' deadlines, we do medium range planning and agree on production schedules to meet the target dates. With professional people in the Prestige team it makes transacting business easy"*.

Enterprise

Enterprise provides services in gardening, cleaning and home and commercial premises maintenance. This year the business continued its expansion. Teams now operate from Croydon, Marrickville, Penrith, St Marys and Warwick Farm. Revenue is over \$2 million p.a.

Vocational services are tied into the program to tailor people's support to their individual requirements. Training, peer mentorship, direction and friendship are all built into the work experience, alongside important complementary education through TAFE.

Buckprint Graphics transitions into a new Social Enterprise

Buckprint Graphics has provided design and printing services in Sydney's Surry Hills since 1988. It has been a valuable source of work training opportunities for many of RichmondPRA's clients in the twenty five years it has been operating.

In 2011 a decision was taken to modernise this business model so that it could maintain competitiveness in a high tech environment, and offer employment more relevant to the needs of today's job seekers.

RichmondPRA decided to invest in the purchase of a Kwik Kopy franchise as a way of remaining in the design and print business, and a unique partnership with Kwik Kopy Australia was developed. By purchasing the franchise, RichmondPRA has access to a proven business model based on high levels of technical expertise, great customer service and a respected name in the industry.

The decision was also taken to establish the new business as a social enterprise. This means that, even though they will probably move ultimately into jobs in the open labour market, employees of this Kwik Kopy franchise will receive support from RichmondPRA in their mental health recovery.

This innovative response to the challenge of finding employment solutions for people with psychosocial disabilities was recognised during the year with the awarding of a grant from the Commonwealth to assist in the transition of Buckprint into the new Kwik Kopy social enterprise. The new business opened its door in August 2013.

Renewable Recyclers

Renewable Recyclers is the first social enterprise established by RichmondPRA with a seeding grant from the Commonwealth Government. Renewable Recyclers reduces, reuses and recycles electronic waste (e-waste) in order to create green jobs and training opportunities for people with barriers to mainstream employment in the Illawarra region.

By diverting e-waste from landfill and recovering valuable non-renewable resources that would otherwise go to waste, Renewable Recyclers is working towards a sustainable Illawarra through a range of e-waste management solutions.

Renewable Recyclers has over 50 clients from whom over 500 tonnes was processed in 2012/13. The business has plans to double this throughput over the next two years. Newly adopted Stewardship Protocols being introduced by the Commonwealth Government to divert e-waste from landfill will help make this target a reality.

Since opening its doors in March 2010 the enterprise has picked up some impressive awards. These have 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.

As well as Renewable Recyclers growing commercial success, its contribution to employment in the Illawarra is equally important. The majority of the staff are people who have experienced social disadvantage and have been recruited through our local partnership with Salvation Army Employment Plus.

When various disadvantaged niche communities band together to work towards their common good, outcomes for all are amplified, strengthening and bolstering heterogeneous, resilient communities where disadvantage is simultaneously overcome.

Figtree Conference Centre

Figtree Conference Centre is another social enterprise initiative of RichmondPRA. It is a purpose-built function centre in the RichmondPRA headquarters at Sydney Olympic Park, and caters for corporate and social conferences, events and exhibitions. The key difference is that the centre will offer extraordinary social returns by creating supported work and career opportunities for people who live with a mental illness.

Each employee is trained and mentored in the areas of conference, event, exhibition and catering management by industry experts. Vocational services will give employees tailored training, mentorship and direction along with access to TAFE courses.

By encouraging employees to interact, achieve goals and make a productive contribution, their self esteem is boosted and their recovery journey supported. Because the Centre is a commercial enterprise, employees strive to ensure that guests' expectations are met and that the overall enterprise returns a profit. Profits will be fed back into the enterprise to invest in enhancing customer experience and learning experiences for employees. RichmondPRA has invested significantly in the venture that provides:

- An open-plan conference space with flexible partitioning to cater for 5 to 250 people;
- Full access for people with a disability;
- A separate open-plan gallery for exhibitions and displays;
- Outdoor space, accessible for break-out discussions etc;
- An industrial kitchen with prime catering facilities, providing for basic through to premium catering requirements depending on function and budget.

Q: WHAT IS A SOCIAL ENTERPRISE?

A: BUSINESSES THAT TRADE FOR A SOCIAL PURPOSE. THEY NEED TO BE PROFITABLE TO SURVIVE, BUT PROFIT IS NOT THEIR MAIN MOTIVE. THEIR MAIN PURPOSE IS TO PROVIDE A SOCIAL BENEFIT IN SOCIETY.

AT RICHMONDPRA, THE SOCIAL PURPOSE OF OUR ENTERPRISES IS TO CREATE JOBS FOR PEOPLE WITH PSYCHOSOCIAL DISABILITY.

50:50

NO MORE THAN HALF OF A SOCIAL ENTERPRISE'S INCOME SHOULD BE FROM GOVERNMENT

NO MORE THAN HALF OF A SOCIAL ENTERPRISE'S WORKFORCE SHOULD BE PEOPLE WITH A DISABILITY

The Australian Government's Department of Social Services suggests that there be an emphasis on moving away from government funding, so that social enterprises can be more businesslike in their operations, and that the workforce of social enterprises can be more diverse, so that people have greater opportunities for inclusion.

MY STORY KAY



I'm 54. I'm from Nambucca Heads. I love the beach. I like making art – I paint with acrylics. It's a good job - but I don't like getting paint on my fingers though. I like to work quickly then I go for a smoke. I did art at school. I must have done brilliantly, it was my favourite subject. Lots of people have taught me painting. I did some aboriginal dot paintings out west, I can't remember exactly where it was.

I take photos now too with a digital camera. I like looking through the camera and working out the picture - what it's going to look like. I like watching the photograph. I've taken pictures of the beach, flowers, houses and things - I'd like to take some of gardens and property in the country.

I go to art workshops at RichmondPRA Hamilton and King Street. I think they are very good. I like going to the "Parry Street" Arts In Recovery- Hunter (AIR) workshops. I like talking to the other artists and looking at other people's work there. I've exhibited and sold work in 'Art the place to be' (2011) and BOUNCEBACK (2011 & 2012) exhibitions. I just had my first Solo exhibition at Compass Housing's in-house gallery ARTSPACE: I sold ten pieces that night! My mum and my half sister Peggy came down from Nambucca and the Gold Coast for the night; it was a good night.

MY STORY MARY



I grew up in Adelaide. My daughter is 28 but I haven't seen her for 10 years. She was fostered out when I was younger because I was going in and out of hospital and it was too unstable. They reckoned I was too sick to take care of her. I've been trying to get back in contact with her and I'm tracing her through the Salvation Army captain. I moved to Broken Hill some years ago and I have my own home. I sometimes talk on the phone with my brother and sister in Adelaide, but my dearest wish now is to reconnect with my daughter. I've been trying to track her down. I wish I knew where she was. I wish I could tell her I love her and I always have.

Last time, I was in hospital for 8 weeks straight but I've been home for 8 weeks now. It wasn't too good in hospital – no freedom. I have spent 342 days in hospital over the last 2 years – I had to get the number from Rynnette at RichmondPRA. But I keep on working closely with Rynnette and my mental health caseworker at Broken Hill Community Mental Health to identify things that trigger me and send my thoughts spiralling. 2013 has been a bit of a turning point for me, I have started to notice triggers in my life, when they occur and as a result, I've been able to ask for help more quickly when I start to feel unwell. I've been in hospital a lot less recently and it feels really good.

I love that I can sleep in my own bed – it's much more comfortable. I do volunteer work with the RSPCA every week. I go for drives with staff – out to the sculptures, the airport, the golf club. We've been to the Pro Hart Gallery and the art gallery at the Chocolate Factory. I attend art classes at Allgate House with the Salvation Army and I do art classes with Jane Miller every time she comes to town. I like painting my daughter and landscapes. I love the way I can paint my feelings.

EVALUATION, RESEARCH AND SERVICE DEVELOPMENT

RichmondPRA has invested in a dedicated in house Evaluation, Research and Service Development Team. People with lived experience of mental illness have been historically excluded from service planning and research. But such perspectives can offer valuable input to areas for improvement in service delivery. In the rapidly developing world of psychosocial rehabilitation, RichmondPRA is dedicated to maintaining a strong evidence base for the services we offer, and to continuous evaluation and improvement in how we go about our work.

The Evaluation Research and Service Development Team were busy during the year providing support to the organisational change process for our merger, managing the organisational Pulse surveys that guided our dealings with staff around the merger, undertaking consultations with staff, consumers and partner organisations in relation to our Strategic Plan and undertaking a Partner Organisation Health Check.

We also commenced work on a research partnership with the Centre for Disability Research and Policy at the University of Sydney, and completed an evaluation of the NSW Health funded Recovery and Resources Services Program.

THE ROLE OF ART

The engagement of people in the creative arts is a crucial pathway to recovering and maintaining mental wellbeing. To that end, RichmondPRA offers a range of art-oriented activities and programs through its many sites across NSW and Queensland. Our commitment to the positive role art plays in many people's recovery journey is cemented by our employment of a Community Arts Coordinator, Jane Miller, who travels far and wide to link in with and guide the many artists and program facilitators as they open up more opportunities for creative self

expression and windows on the world as expressed through various artistic practices.

Art programs operate out of Dubbo, Cobar, Bourke, Penrith, the Hawkesbury, Newcastle, Tamworth, Broken Hill, Parkes, Forbes, Condobolin, Tottenham, Tullamore, Trundle, Bathurst, Cowra, Blacktown, Nowra, Ulladulla, Wagga, Tumut, Temora, Griffith, Lilyfeld, Leichhardt, Queanbeyan and Bega. In addition, a number of exhibitions were held such as 'Another Door Opens' in Glebe, 'Hopeful Voice' at Emu Plains and for 'International Day of People with Disability' at St Marys.

One of the most outstanding achievements showcasing how integral art is in the lives and recovery of consumers was RichmondPRA's participation in the Arts in Recovery (AIR) initiative in the Hunter Region. AIR is a pilot program engaging people experiencing mental illness, professional artists, families and mental health organisations in the Hunter. There are many partners, making it the largest formal art practice collaboration of its sort in mental health support provision anywhere in Australia.



AIR has recently received a Creative Partnerships Australia Good Practice Recognition award having been nominated

along with thirty other nominees, in the 2013 Creative Partnerships Australia Arts & Health Award category.



Like Arts In Recovery – Hunter on Facebook! <https://www.facebook.com/ArtsInRecoveryHunter?fref=ts>

I found myself on RichmondPRA's DOORSTEP.
I DON'T EVEN KNOW how I got there...



MY STORY TROY

My teachers used to tell me I would never be anything. I found myself on RichmondPRA's doorstep one year ago. I don't even know how I got there. I was a train wreck. I'd lost 2 years out of my kids' lives. I felt like I was a baby, that I was being taught how to ask for help. From that day, I felt something from Linda. I felt safe with her. They were the one service that didn't pass the buck.

I was born into a large Koori family on the NSW South Coast – our whole extended family lived together in tents. We lived off the ocean. Though we were poor in terms of dollars, we were rich in culture, love, care and respect. We stuck together like glue: my grandfather and my mother were part of the Stolen Generations. I played the clown and left school in Year 7, working as a builder's labourer until I was 23. Then, I worked as a barman at various pubs and clubs. I'd get the Aboriginal men hanging around a day or two's work, I'd take the young men away on camps or organise touch footy teams. Encouraged by a man who noticed my organising, I went and got my Year 10 Certificate and a Diploma in Aboriginal Health at TAFE followed by a Post Graduate Certificate in Social Health at Macquarie Uni.

I ended up at Illawarra Area Health Service as an Aboriginal Health Worker - the only one from Wollongong to Batemans Bay, home to one of the largest populations of Aboriginal people in NSW. I was on a National Committee advising Ministers and senior public servants on Aboriginal health issues. I particularly advocated for more youth workers. But I felt my concerns fell on deaf ears. I saw so little accomplished. I was brought into everything concerning Aboriginal people in the area. I was the one stop shop for help in the local Aboriginal community.

Then came the threats to firebomb my family in our home. I started having anxiety attacks. I'd be driving and start shaking. I was driving to work one day, pulled over and had a heart attack. I was taken to Royal Prince Alfred Hospital. The verdict: I was smack bang in the middle of a deep depression.

After coming out of hospital, I separated from my family and went bush. I lived in my car for 2 years, started drinking and I'm ashamed to say I stole food and petrol to survive. I was too scared to go into town. I felt I'd lost all my knowledge and skills. Sometimes, I would be driving, see a truck coming and swerve into it. Then I'd remember my kids and pull back at the last minute. How had I come to this? I'd do the rounds of services in town and they'd refuse or pass me off. I wasn't liked or trusted.

And then, I turned up at RichmondPRA. I've been able to piece myself back together and re-establish my identity. Through counselling, re-connecting with my family and participating in mindfulness activities/workshops, I've worked out how I can live my life according to my core values.

My kids were fortunate to be cared for and living with their wonderful mother (my former partner) – but they were 90 minutes away. I was still going fishing to supplement my diet – income support payments don't stretch too far. When I was out fishing, I met a guy I used to work with 16 years ago: Keith. Keith had a house with a self-contained 2 bedroom flat and he told me I could live there. Linda put in for homelessness brokerage funding to kit out my new apartment. Because I now had a place, I started seeing my kids again, bringing them down on weekends. Sharron came with them and though we still had some hurdles, they were good first steps. Keith then went to travel around Australia and offered me the whole house to rent. So...Sharron and the kids moved down to Uladulla and we all live together in the house. Because Keith is renovating the house to sell it, we've just found another house. The real estate agent approved our application. Thanks for the great recommendation, Keith!

I'm looking for work again. I don't care if it's cleaning toilets - I just want to work, to build up my self-esteem again. I know I've been out of the loop for 3 years, but with my strengths and my skills, I can build a better life for me and my family. It might not be the life I expected but I hope I am a more understanding and open person because of what I've been through and that I've survived.

I Felt SAFE.

MY STORY DINA

My name is Dina Kovacevic. I am 43 years old. When I wasn't yet 2, my parents and I left Bosnia to come and live in Australia. First we went to Germany and from there, my parents were offered a flight to Sydney. It was recommended we come here as my parents were told they could get a better job in Australia. When we arrived, we stayed in a hostel until my parents found jobs. My sister and brother were born here. I have been back to Bosnia many times – all my relatives are there and the people are very friendly - but I prefer Australia, it's my home. We have much better beaches and restaurants - they don't have McDonalds in Bosnia.

I have worked for RichmondPRA for 12 years now. My diagnosis is schizophrenia. I used to live in Cumberland Hospital wards and cottages for 10 years. The Occupational Therapist at Cumberland found the job at Prestige Packing Co, RichmondPRA's packing factory at West Ryde. She took me for an interview and I got the job.

What was it like living in the wards and hospital cottages? To tell you the truth, some of the nurses were very bossy. When I was living in Boronia House, I was not allowed to wear makeup and I had to wear tracksuit pants. I only got leave to go visit my parents once a week or sometimes only once a fortnight – depending on the treatment order, the magistrate used to decide how often you could leave the hospital. It wasn't all bad, there were good times in the hospital too – like the weekly dance classes where Bob taught us the cha cha. If you won the bingo games, you used to win free packets of cigarettes.

Now, I live in a flat – helped by RichmondPRA. I have been living there for 6-7 years by myself. I love not having to clean up after other people. There's a bus stop right outside my place and it's close to the shops. I'm not lonely; I can visit my mum and sister a couple of times a week.

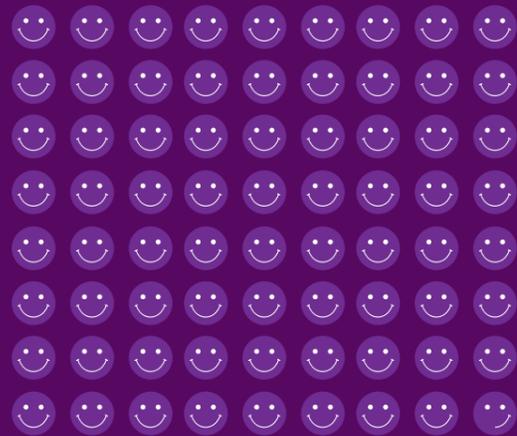
RichmondPRA guide me and they have provided me with support to make friends. The staff have helped me improve my skills. Now I can do my kitchen duties and stay focussed on the job. Also, through RichmondPRA, I did some cooking and first aid courses. My doctor doesn't think I am well enough at the moment, but I want more interesting work and I want better wages. Hopefully, one day, I might find outside employment – a job where I am involved in cooking would be great.

*NOW,
I live in a flat-
helped by RichmondPRA.
There's A BUS STOP right outside
I'm not lonely
I CAN VISIT
MY MUM & SISTER.*



95.04%

CONSUMER SATISFACTION



95.04% OF PEOPLE* AGREED OR STRONGLY
AGREED WITH THE STATEMENT "I AM SATISFIED
WITH THE SERVICE RICHMONDPRA PROVIDES ME."

*SAMPLE OF PEOPLE WHO USE RICHMONDPRA SERVICES

CHAIRMAN'S REPORT

THIS HAS BEEN A YEAR OF GREAT SIGNIFICANCE FOR RICHMONDPRA. AFTER THE FIRST YEAR OF OUR NEWLY MERGED ORGANISATION IT IS VITAL THAT WE REVIEW WHETHER THE MERGER HAS ACHIEVED THE OBJECTIVES THAT WE ALL HELD FOR IT.

The most important question is has the merger benefited the people we work with, who use our services. Prior to the merger, the two former Boards committed to a Guarantee of Service to our consumers and clients. We wanted to be sure that the merger would at least not lead to any reduction in the quality of the service we provide. Pre and post merger surveys have demonstrated that this objective has been achieved. In fact, in a surveyed sample of people who use our services, twelve months after the merger, 95.04% agreed or strongly agreed with the statement "I am satisfied with the service RichmondPRA provides me". This excellent result reflected a similar score in the services of the two previous organisations prior to the merger.

On the broader question of whether the merger has delivered improved opportunities for current and future consumers, the Board has been pleased with RichmondPRA's steady growth over the year. It is also pleasing to note that this growth has been achieved without any significant increase in the "back room" functions of Finance, IT and HR, demonstrating improved efficiency in these areas.

Our new Board has worked together very effectively, demonstrating the fundamental rationale for the merger in our shared values and culture. Any differences of approach at the outset have melted away as we focused on the significant changes and pressures on the mental health sector and the broader disability sector.

In October 2012 the Board started work on a three year Strategic Plan which we published in March 2013 after wide consultation with consumers and staff.

At the outset, we recognised that the merger is an investment that was required to achieve the growth in capacity necessary to ensure that we can maintain a position at the forefront of recovery-focused support across our broad range of services we offer clients of RichmondPRA. The considerable achievements of the past eighteen months is a testament to the strong leadership of the CEO, Pamela Rutledge, and the skill and commitment of the leadership team, managers and staff across the organisation. On behalf of the Board my thanks to them all.

Our Board has also been prepared to invest in the further development of social enterprises as a key strategic element in the future of development and employment of people with a lived experience of mental illness. Our new partnership with Kwik Kopy as a franchisee is detailed in this Report. Similarly the Board invested in the new Figtree Conference Centre as a new purpose-built facility providing employment and training opportunities for our clients. We thank the Commonwealth Department of Social Services and Indigenous Affairs for their support with these initiatives.

My special thanks to Bruce Alcorn, our Deputy Chair, for his support and guidance, and to all our dedicated Directors who give so willingly of their expertise, time and energy. It has been very rewarding to be a participant in the development of RichmondPRA as a leading provider of quality services to our consumers and clients.

John Hall
Chair

BOARD MEMBERS

Chairman John Hall, MBA, FAICD.

Previously John was the Chairman of the Board for PRA for 10 years. His background is in financial markets and corporate governance. He is Chairman of 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.

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, FICS, FAICD.

Stan joins the RichmondPRA Board after 17 years on the PRA Board, which he joined 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 greatly benefit the newly formed RichmondPRA board.

Deputy Chairman Bruce Alcorn

Previously Chair of the Richmond Fellowship of NSW, Bruce is a consultant specialising in the management and governance of not-for-profit organisations and reviews their programs and operations.



left to right Desley Casey, Robyn Carmody, Richard Gulley AM, John Hall, Paul Clenaghan, Bruce Alcorn, Stan Brogan



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.

Robyn Carmody

Robyn's involvement with people with mental disabilities commenced many years ago when she was involved in the care of a person who experienced 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. Robyn joined Richmond Fellowship of NSW board in 2010.

Paul Clenaghan

Paul is Operational Manager for Mental Health Services in the area of Sydney stretching from Redfern to Bankstown. As a qualified psychiatric nurse, he holds a Masters in Nursing and a Post Graduate Diploma in Nursing Management. He has a long record of service (over 25 years) to people experiencing psychosocial disadvantage, their care and support. He has published and presented on issues in mental health and drug and alcohol problems. Paul was also on the PRA Board from 2009.

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) of which she is Executive Officer, 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. She joined the PRA Board in 2002.

Richard Gulley AM., RFD., BA., LLB.

Richard was a director on Richmond Fellowship of NSW board from 2008. He is a solicitor and a Deputy President of the

Mental Health Review Tribunal. He is a Supreme Court Costs Assessor Arbitrator and an Accredited Mediator. Richard has been a member of the Council of the Law Society of NSW, and has chaired many important committees. In 2003 he received an Order of Australia for Services to the Law and the Legal Profession.

Dr. Neil Phillips

Neil is a former board member of PRA and Consultant Psychiatrist for Aboriginal Medical Service Western Sydney and Senior Specialist Psychiatrist for Western NSW Local Health District. 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.

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.

STATEMENT OF CORPORATE GOVERNANCE

The newly appointed Board of the merged RichmondPRA gave priority to adopting Governance principles and processes. 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 fulfil our obligations to a wide range of parties including our clients, their families, our staff, funding bodies and the community at large. The Board 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 comprises 10 members, all of whom are Non-Executive Directors. No 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 cannot be a director. The Board of RichmondPRA has established three standing committees to assist in its governance and monitoring roles. As committees of the Board, they advise the Board on specified 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 three 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 functions. The committee ensures that annual financial statements provide a true and fair view of the organisation's financial results, and conform to Australian Accounting Standards.

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 Directors' 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.

STRATEGIC PLANNING

The merger of Richmond Fellowship of New South Wales with PRA was quickly followed by the commencement of a Strategic Planning process for RichmondPRA. In fact, the groundwork for this exercise had commenced during the Board to Board discussions which preceded the merger.

In the lead up to the decision to merge, a constructive dialogue was established at Board level between the two organisations. Both Boards were seeking confidence that the two organisations were suited as partners for the long term. They looked at the missions, values and strategic directions of their respective organisations to satisfy themselves of the compatibility of both groups. As it turned out, the two organisations had more in common than either originally believed. In some cases, the organisations resembled mirror images of each other. Both were:

- dedicated to optimising the capacity of people with mental illness to lead meaningful lives;
- translating this vision into a practical approach to supporting people in their recovery journey;

- valuing the lived experience of people with mental illness, and with it, the human rights and personal development of the people they served.

Arising out of this discussion, the Boards identified a number of priority areas for further development by the newly merged Board, and these formed the framework around which the Strategic Plan was built. As well as seeking to continue the provision of quality recovery focused services, they included matters relating to investment policy, governance and risk management.

RichmondPRA
Together, we're better.

Strategic Plan 2013-2016

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	KEY RESULT AREA 2
Developing and Delivering Services We will develop strategic partnerships in each State and Territory as we pursue growth opportunities. We will develop a new model of service, which simplifies access and is based on a philosophy of no wrong door to support people's recovery journeys and assist them to achieve a fulfilling 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 review our overall profile and cultural competence. We will deliver quality services. We will develop effective strategies for marketing and fundraising. Metrics Customer satisfaction (customers and business) Staff satisfaction Value of new business Consumers moving to employment	Using Resources Wisely Our budget will be set within organisational income and assets, repositioned for growth. We will manage financial risk 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 Expenses to revenue ratio Net profit before tax
KEY RESULT AREA 3	KEY RESULT AREA 4
Organisational Effectiveness We will have effective governance structures and processes in place. We will grow our membership and maintain a focus on being a member-based organisation. We will have an effective management and infrastructure framework. We will have a focus on quality. Our financial resources management is a demonstrated strength. We will have an effective risk management framework. Metrics Health and safety Return on capital employed Cash flow	Strategic Marketing and Communication We will have a commitment to transparency, accountability and open and reciprocal communication to all stakeholders. People who use our services and stakeholders are well informed. We will strategically use tailored communication. We will be recognised by stakeholders as a leader in community based mental health. Metrics Value of new business Customer satisfaction (consumers, stakeholders and business)
KEY RESULT AREA 5	
Supporting Our People Our human resources policies and practices are based on best practice principles. We will be committed to growing and training our consumer and carer workforce. We will be an employer of choice. Metrics Staff satisfaction Health and safety Number of people with lived experience	

We want Joseph to
GET THE BEST quality of life.



MY STORY MARCEL

I'm 27, married to Lynette and we're over the moon about our new baby, Joseph. He's 3 ½ months old. I'm studying at TAFE and about to start my first training placement for my Diploma of Mental Health at GROW. I've come a long way from when I was diagnosed with ADHD, anxiety and Obsessive Compulsive Disorder as a teenager.

I was born in Lebanon and my parents adhered to Arabic cultural norms. Throughout my childhood, my parents would worry a lot and offer to take over and I never learned how to make decisions or develop problem-solving skills. Now, a lot of the time, I guess what people saw from the outside was that I had issues with self worth.

I was referred to Embark Cottage in early 2013. I was waiting on a social worker from PHAMS but they were full, so I got referred to Embark instead. Initially, I was working with Vivian. She helped me with a lot of things – I made a lot of goal sheets. The goals were around my plans to keep attending TAFE, striving to get my drivers licence, getting into shape and finding work experience. Vivian encouraged me to try things; she'd help me go to different places so I could get a feel for how it is so I could make an informed choice about where to do my work experience.

When Vivian left, I started working with Lorraine. Lorraine and I have focussed on different things. I've been practicing driving in preparation for getting my P's. Lorraine's help has really made a difference to our marriage. Lorraine used to be a midwife and she's given tips to Lynette about baby Joseph. As we're new parents, Lorraine's helped us understand each other's roles and how we can support each other. I now have a much better appreciation of how motherhood

can be stressful (even for my parents). My wife Lynette has been excellent, caring for me when I have had mental health issues. Usually Lynette and I share feed, but she has taken over my feeds as my study schedule has become heavier. I call her supermum. She is really focussed on Joseph learning – she's so smart and creative. Lynette's wonderful.

Lorraine is a patient person. She understands that we are Christian and she supports me to live my faith. Whenever we have told her about problems family members are having, she's even recommended solutions or potential sources of help.

Since working with RichmondPRA, I've learnt how to address intrusive thoughts, communicate with my parents and be more assertive with them. With my permission, Lorraine has had a talk to my mum a few times. She's asked mum to keep being supportive and encouraging and most importantly, Lorraine helped me tell my parents what's going on. Lorraine supported me rather than trying to take over. She's modelled how to be assertive; she's never been rude. In my family, what my dad said went. There was no playing up in my day; I get the impression that many people in that generation believed that children were to be seen and not heard although my parents did their best.

In my family, our son Joseph is going to be brought up to discuss things with us and we have resolved to be compassionate with him. Part of the conscious choices we are making included my studying mental health so I can be protective over his future mental health. I want to point out Joseph's strengths and to let him know that Lynette and I love him. We want Joseph to get the best quality of life. It is about providing a stable home, ensuring he develops self-esteem and good values. I've learnt that I can process how a child behaves and recognise that this is different from who he is as a person. We will never punish him by hitting him or telling him he is bad. We will reward the good. I plan to trust my son and have faith in him.

I plan to TRUST my son &
have FAITH IN HIM.

CEO'S REPORT

OUR FOCUS THIS YEAR HAS BEEN TO FIND A CAREFUL BALANCE BETWEEN CHANGE AND STABILITY, BETWEEN RETENTION OF OUR CORE VALUES AND QUALITIES AND GROWTH AND INNOVATION, AND BETWEEN EFFICIENCY AND INVESTMENT.



I believe that this Report demonstrates that overall we have achieved this balance and now have a strong, sustainable organisation with extraordinary staff and managers, and a unifying commitment to our consumers as the centre of everything we do. My thanks to all the people who have chosen us to provide support with their recovery journey over this last year. We are deeply honoured and privileged to work with you.

At the core of our work this year was the fundamental tenet of "business as usual". My thanks to all of our front-line staff and leaders, working from 62 services and facilities across NSW and South-East Queensland, who embraced this principle and ensured that the merger transition was seamless and smooth for our consumers, partners and other stakeholders. Staff have shown great commitment to our shared values and have coped well with the frustration of differing policies, practices and systems which will be resolved in the forthcoming year.

My special thanks to Aidan Conway and Andrew O'Brien who have carried a significant workload over this first year, as General Managers, Operations, providing support to our front-line managers and

staff in our mental health services, while we carefully considered the best way to harmonise our workforce and our structure. We are close to addressing these issues in consultation with our staff as the new financial year unfolds. Aidan and Andrew have also made a major contribution in our tendering and growth initiatives such as Partners in Recovery.

At the organisation level, our successful integration is in large part due to the outstanding work of our IT, Finance, and HR people who have worked extremely long hours, solving significant and complex problems, to enable the rest of us to connect, communicate, pay the bills, employ new staff and do our work. My very special thanks to Mike Smallsman (CFO), Jai Sharma and the Finance team, to Mark Orr (CIO), Marcelo Pena, Yousseph Wehbe and the IT team, and to Tim Fong (GM HR) and Doris Kluge. Thanks also to our Evaluation and Research team led by Janet Ford, for their vital work in measuring outcomes across our programs and their design and implementation of a number of tools and reports to ensure we have the information for continuous improvement and evidence-based practice.

Most importantly, the merger has enabled us to invest in building our internal capacity and resilience. With Janet Meagher AM's strong advocacy as General Manager Inclusion, and leadership from a group of Senior Managers, we have commenced a major process of consultation with consumers and staff around recovery, building our new Recovery Action Plan. Following our commitment to increasing the representation of consumers in our workforce to fifty per cent, Janet also led the development, with Peter Farrugia (Manager Peer Work) and Valli Beattie (Manager Workforce Development) of our policy paper consumer and peer employment,

called "Embracing Inclusion" which was endorsed by the Board in March 2013 and is being implemented as an affirmative action approach, with strong results, even at this early stage.

We have been able to continue to grow new employment options through our exciting new partnership with Kwik Kopy as a franchisee and in the development of the Figtree Conference Centre, both operating as social enterprises. It was wonderful to welcome Governor Professor Marie Bashir, AC CVO, our Patron to formally open Figtree Conference Centre in May 2013. We also greatly appreciate the Commonwealth funding which supports these important initiatives.

Our community businesses continue to show growth in sales, expanding the work experience opportunities for consumers. The strong partnership between business management, and our vocational support and peer work teams led by Marty Golding, General Manager Employment Services, is demonstrating strong results in encouraging more people to open employment. My thanks to James Fang (CCO) and the business services team for their commitment and dedication to expanding employment opportunities for consumers. Most importantly, through a period of significant change, we have maintained our external quality accreditations, thanks to the drive and hard work of Mohammed Alkhub, General Manager, Business Excellence, Amanda Falconer and the VSW team and the Business managers.

In our Employment Services group (Marty Golding), we have seen steady improvement in the employment outcomes being achieved by our Ostara Disability Employment Services, managed by James Herbertson. The Pre-Employ Institute led by Kerry Lynch has also gone from strength

to strength this year, facilitating the transition of 70 people to readiness for open employment and a new start.

While we have been consolidating our new organisation, we have also grown, and we are honoured to have been successful in tenders for two new programs through NSW Health and the Commonwealth under the National Partnerships Agreement on Mental Health Reform (HASI Plus and Boarding-house HASI, both of which are extending community support to highly disadvantaged groups), and in the Partners in Recovery program through the Commonwealth Government (again, providing a much needed care coordination service to people with very complex needs). As well as being the lead agency for PIR in New England Region, we are part of 9 other consortia, and we are delighted to be able to work so closely with new and long-term partners in the delivery of these programs. We were also pleased to be able to expand our PHAMS program to Cobar, extending our commitment to rural communities in NSW. Growth also involves new offices, a process which has been managed seamlessly by Yousseph Wehbe and Jasmin Buchal. Our Art programs have also grown and continue to provide an avenue for many artists, with thanks to the great work of Jane Miller, Melanie Noble, Jane Maughan, Robbi Wymer, Charles Tabone, Judy Panter, Cathie Andrews, and many more.

The future is exciting for our great organisation and for the mental health sector as a whole. While there is of course always more to do, mental health issues are better understood and consumers are more empowered to take the lead in their recovery than ever before, and we welcome the challenges and opportunity to offer our energy and support to all the people we work with, now and into the future.

The National Disability Insurance Scheme is a key change on the horizon and we are working hard (with local leadership from Mark Cliff) in the Hunter launch site to support the effective inclusion of people with a lived experience of mental illness. We are most fortunate to have Phil Nadin's expertise to lead our work in this and other new initiatives, in his role as Chief Development Officer.

In this world where we are bombarded with information, good communication is ever more important. We have now launched our new look magazines - Panorama and RichmondPRA Connections. Special thanks to Warren Heggarty and Grant Fitter for their great work on Panorama and in empowering consumers to speak out through this vital organ.

I owe a special debt to Julie Fraser who, as well as supporting the Board and myself, has taken on the role of initial management of our new Figtree Conference Centre, supporting the wonderful Keith Christiansen and our trainees to get this new social enterprise off the ground. Alison Perizi has also provided great marketing assistance with this work. Thanks too, to the Administrative Support officers, who quietly ensure that our systems and processes work smoothly in the background.

My thanks to our Chair John Hall for his support, guidance and wise counsel, and to all the Board for their support, good humour and vision.

Thank you all for a great year.

Pamela Rutledge, FIPAA, MAICD
CEO

COMPLETING THE MERGER

Regardless of how convincing might have been the case for the merger, senior management was acutely aware that the most important measure of success of the merger would be the opinions of people who use our services and our staff.

Completing a successful merger has been the significant focus over the past year. Integration and change management were ongoing throughout the year and we continued to review at varying intervals to ensure we were providing solutions to issues and delivering satisfactory solutions. Over the longer term, our challenge is to ensure we have the organisational capability and innovation to respond to changing community needs, and to also achieve our strategic objectives.

Throughout the 2012-13 financial year regular 'Pulse Surveys' were undertaken amongst staff to provide feedback on key aspects of the 'post merger' strategy:

- RichmondPRA's future direction;
- The "business as usual" approach;
- The benefits of RichmondPRA for the people who use our services;
- The benefits of RichmondPRA for Staff members; and
- Staff having their questions and concerns promptly addressed.

These insights informed the development of specific communications strategies to address staff concerns, which included the distribution of regular CEO updates regarding post merger activities, the establishment of an electronic Staff Suggestions box and the posting of Senior Leadership Team profiles, together with an overview of their key responsibilities and organisational functions via Chirp, our inhouse communication platform. As these measures were implemented senior management learned how staff felt more connected to the new organisation.

Prior to the merger, people who used the services of the two earlier organisations were provided with a "Guarantee of Service" to ensure them that the impacts of the merger on the services they received would be minimal.

A sample of consumers was also surveyed so that we could obtain a baseline for

future measurements of satisfaction. It was pleasing to learn that the high level of satisfaction amongst people using services pre and post merger remained constant over a twelve month period. In relation to the question "I am satisfied with the service RichmondPRA provides me" 95.04% of people Agree or Strongly Agree.

CONSUMER INVOLVEMENT

As one of the largest providers of non-clinical psychosocial mental health recovery support services in Australia, RichmondPRA has identified consumer involvement as crucial to its aim of enabling personal recovery.

Three main strategies have been adopted to promote consumer involvement. The first of these is Partnership Building. The aim is to build collaborative partnerships between staff and consumers of similar and diverse service programs to enable the sharing of information in a respectful environment. Beyond the organisation, importance has been placed on creating two-way effective relationships with families, carers, specialist health services and the wider community. In addition, consciously approaching RichmondPRA services as an inclusive 'No Wrong Door' service will enable and facilitate community networking for creative solutions to a person's requirements.

The second strategy to obtain consumer involvement in RichmondPRA is Community Engagement. We encourage staff at all levels to foster effective, strengths based relationships across the community with whom they work. This can be in the form of:

- Introduction of advisory and reference groups in all sites and at management level;
- Use of collaborative approaches regarding training and events;
- Focus on reducing stigma, celebration of diversity and increasing community capacity;
- Advocacy for real community inclusion; and,
- Participate with communities to build their capacity for inclusion of people with mental health issues.

The third, and most significant strategy is Recruitment Practices. A unique element that RichmondPRA brings to the sector is a commitment to employ suitably skilled and



left to right Flick Gray (Trainer, Brookred), Robert Heffernan (Harris Park), Rebecca Tsang (PreEmploy Institute, Surry Hills), Jeffrey Muir (Bourke), Matthew Roberts (West Ryde, Emu Plains), Shane Phillips (Penrith Peer Respite), Pam Ruedge (CEO), Ash Hansen (Marrickville), Jeanette Rodriguez (Penrith and St Marys Enterpraise), Daniel Close (Newcastle), Scott Kelly (Parkes), Ian Heward (Newcastle), Jackie Gorman (Penrith Peer Respite), Mark Daynes (Caboolture), Michael Heald (New Outlook, Wollongong), Tyneal Hodges (Trainer, Brookred) and Shannon Cook (Queanbeyan).

qualified staff who identify as having a lived experience of a mental health problem and personal recovery. We believe the opportunity to directly employ a person with lived experience enhances our services and programs.

In order to achieve this, RichmondPRA has changed its recruitment processes. The purpose is to introduce affirmative action and positive discrimination. Advertised positions clearly outline a preference for lived experience which has the dual purpose of attracting people with a lived experience and also affirms RichmondPRA's commitment that lived experience of a mental health recovery is an advantage in providing another valued dimension to our specialised services.

There is also agreement that an organisational ratio of staff with lived experience will be at 50% of our total staff number by 2015. This is a goal not a quota. Each staff member recruited will be employed because of the qualities and expertise they will bring to fulfil position requirements. By the end of the 2012/13 year, the ratio had already reached 42%, based on the number of staff who chose to disclose their lived experience.

The organisation's leadership team, with the support and encouragement of the Board, has devoted considerable time and effort into developing policies and procedures that are designed to obtaining organisation-wide acceptance of this approach, and to support people in their roles and maximise their success rates.

Staff with lived experience of recovery from a mental health condition include staff in the general workforce who bring a personal lived experience to their role and peer workers in positions where an essential role requirement is lived experience of managing recovery from a mental health condition.

For the former group, lived experience may not be a requirement of their role, but is seen within the organisation as an enhancement to the way they fulfil their duties. Such staff may have a very specific personal situation or circumstance, or complex life situations whereby RichmondPRA can be an employer of choice because we offer reasonable adjustments to particular staff.

In RichmondPRA our peer workforce are specialist workers with a particular range of duties that are uniquely adapted to reflect a peer work ethos. Peer workers are able to provide a unique and specialized support service to people in RichmondPRA programs. They are managed and supported by an experienced and dedicated group of people who are committed to seeing them succeed.

All staff have organisational obligations and any temporary adjustments are permitted only after a senior managers consideration, agreement, approval and notification. RichmondPRA also has a practice that allows staff to prepare for known or likely scenarios where, in special circumstances, particular arrangements may be required. This is called a Personal Situation Plan, which can be completed and refreshed at any time.

The process to achieve RichmondPRA's goal is:

1. **Recruit** – affirmative action, and being a supportive employer;
2. **Respond** – staff opportunity to plan for preferred work adjustments in personal situations; and,
3. **Retain** – using reasonable adjustments to ensure staff that their job is safe, less pressure to return unready, and RichmondPRA is an employer of choice.

RichmondPRA's initiatives to create and develop a more inclusive and supportive workforce place the organisation at the forefront within the sector. We believe potential and existing staff position RichmondPRA as their employer of choice because of these initiatives. Our experience in monitoring staff turnover suggests our approach enhances staff potential and retention rates, whilst preserving the organisational investment in developing valued staff who are totally devoted to helping our clients achieve their hopes and dreams.

BACK ON TRACK HEALTH (BOTH) PROGRAM

“The reduced life expectancies and ill health of people with the most severe mental illness undercuts their chances of leading a contributing life.”

A Contributing Life: The 2012 National Report Card, National Mental Health Commission.

The risk of chronic disease is higher among people living with a persistent mental illness with life expectancy up to 25 years less than the general population.

People who come to RichmondPRA to use our services desire to reconnect with the community, and to live a contributing life. When we talk to people to find out what they would like us to help them with, we include a question about their physical health as one of twenty two different areas in which we might be able to support them if they wish. Last year, 62% of the people we asked replied that they had issues with their health, and one-third of that group said that nothing was being done to address those issues.

RichmondPRA developed the BOTH Program in 2010, in response to the

1 IN 5



**RICHMONDPRA
CLIENTS HAVE AN
UNMET PHYSICAL
HEALTH NEED**

assessments by consumers in our services that constantly identified the serious physical health issues experienced by people living with persistent mental illness. The program was also designed to help people self-manage their physical health and well-being needs.

The program led to the development of RichmondPRA's Physical Health Policy, which ensures it is part of the service delivered to clients. Any person who uses a RichmondPRA service is provided with regular opportunities to review their physical health needs, and receives ongoing individualised support and resources to self-manage their physical health needs. The program scope reaches beyond the usual lifestyle programs and in so doing looks to understand the often complex and serious physical health needs currently experienced by people who use the service.

The objectives of the Back On Track Health program are:

1. **Increase the level of access** to primary health care and preventative programs by people using RichmondPRA services.
2. **Support the early detection** of risks associated with poor health and chronic disease.
3. **Encourage and empower people** to address their physical health and well-being needs.
4. **Support people to adopt personal behaviour** that reduces risk through active engagement and participation in physical health self-management activities.
5. **Increase the number of people** who address/manage their physical health and well-being needs.
6. **Increased awareness of physical health** issues related to living with a mental illness.

During the year, we established the Physical Health and Wellbeing Working Group within the organisation to review the program from the perspectives of the people who use the service and the staff who implement the program. This process will result in the development of meaningful, individual self-management resources, consistent and useful data collection methods and effective evaluation procedures.

BETWEEN JULY 2012 AND JUNE 2013,

2,029

OF THE PEOPLE USING RICHMONDPRA SERVICES COMPLETED A FORMAL SELF ASSESSMENT OF THE NEEDS THEY HAVE IN THEIR LIVES (KANSAS ASSESSMENT).

62%

(1,262)

OF THESE PEOPLE REPORTED THEY HAVE A PHYSICAL HEALTH NEED, AND

393

OF THEM REPORTED THAT AT LEAST ONE OF THEIR PHYSICAL HEALTH NEEDS WAS NOT BEING MET. THIS IS ONE GROUP OF PEOPLE OUR BOTH PROGRAM WORKS WITH TO ADDRESS THESE UNMET NEEDS. AS A RESULT,

282

PEOPLE WERE SUPPORTED TO MANAGE THEIR HEALTH CONDITION AND/OR SEEK MEDICAL ADVICE, AND

674

PEOPLE WERE HELPED IN OUR SERVICES TO ESTABLISH HEALTH GOALS, TO ADDRESS THEIR UNMET HEALTH NEEDS.

COMMUNITIES OF PRACTICE

Communities of Practice is an exciting development within RichmondPRA, primarily brought about by General Manager, Operations (North/West), Aidan Conway and his research and study into the area of knowledge management.

During the year, RichmondPRA as a new organisation, began to focus on improvements in practice, and part of this process included a Knowledge Management strategy through the formation of Virtual Communities of Practice (VCoP).

The main aims of the Communities of Practice are to;

- **Review and feedback** on best practice;
- **Build consistency and accuracy** in reporting requirements;
- **Create and share knowledge** on the community's core business;
- **Assist with consistency** in quality service delivery;
- **Problem solve** through case studies and action learning; and,
- **Utilise** as a peer support network.

These VCoP are formed around areas of interest and or program streams with a core group of key knowledge champions, meeting on a regular basis to create and share knowledge through reflection and problem solving activities. This will then lead to the creation of development practice enhancements through shared consistency.

RECOVERY & RESOURCE SERVICES PROGRAM

As a reflection of RichmondPRA's commitment to continuous improvement via evidence based reporting, our Evaluation, Research & Service Development (ERSD) team undertook an internal evaluation of the NSW Health funded Recovery and Resources Services Program (RRSP). This program provides help to people to access community services, and participate in social, leisure, vocational, education and employment opportunities.

Since 2008, RichmondPRA has provided RRSP services in 12 locations around New South Wales, with up to 320 people using the service at any one time.

This evaluation looked at key aspects of RichmondPRA RRSP performance from the perspective of program participants, staff and key external stakeholders and other service providers. Commencing in the early part of 2013, the study utilised a variety of methods to assess the overall effectiveness and efficiency of the program's delivery by RichmondPRA. These methods included in-depth interviews with a selection of program participants from Maitland, Taree-Forster, Young and Temora, together with on-line surveys of staff and external stakeholders from these same areas. Statistical analysis of data from various sources relevant to the program provided further insights around program efficacy.

Overall, the evaluation results were positive – pointing to sound RichmondPRA delivery practice and good outcomes for participants.

In particular, people using the program rated it highest for addressing their social, recreational and leisure needs, including the level of motivational and emotional support provided by RichmondPRA staff to people while helping them pursuing their individual goals.

Where the evaluation found RichmondPRA could do more is in addressing the desires of people to connect to vocational and educational opportunities, and this has been set as an organisation priority for the coming year.

ART PROGRAMS

This year has seen a consolidation and expansion of the activities across RichmondPRA that encourage artistic expression amongst so many people who use our services. In fact there are now four separate art programs:

- Community Arts Program
- Hopeful Voice Art program
- Another Door Opens
- My Story, My Place

Between all of these programs, art activities included are mono printing, drawing, clay sculpture, photography, mixed media work, poetry, sculpture, jewellery and installation artwork, wire twisting, photography, acrylic and watercolour painting, bisque tile painting, traditional marbling techniques, zentangles, found object sculpture, mixed media artworks, collage, Christmas cards and decorations, expressive painting with unusual utensils, abstract drawing.

The programs virtually cover the state, and were attended during the year by over 1,000 people. The main focus of the art groups is on discovering the creative side that exists within, and to utilise the preferred medium to express peoples' feelings, hopes and dreams.

The Community Arts Program covers both regional (Bathurst, Bourke, Broken Hill, Cobar, Condobolin, Cowra, Dubbo, Griffith, Newcastle, Nowra, Parkes, Tamworth, Temora, Tottenham, Tumut, Ulladulla and Wagga Wagga) and metropolitan locales (from inner West Sydney to Penrith).

Hopeful Voice Art Program operates out of Leichhardt, Ashbury and Newcastle.

Workshops were conducted in Newcastle involving many local mental health organisations. In 2012 many of our Newcastle clients entered the "Bounceback" exhibition, which was the culmination of these workshops. An exhibition allows participant's artwork to be admired by the broader public and gives a sense of real achievement.

"Another Door Opens" is the long running art exhibition and competition help biannually for Buckingham House members, although this year, the exhibition moved to a community art space in Glebe for a very successful event.

"My Story My Place" is a joint collaboration between Workability/The Disability Trust and RichmondPRA in the Bega Valley. The project is possible through funding provided by the NSW Arts and Disability Partnership 2013. This collaboration will involve project evaluation around the art and music process, exhibition and performance experiences of the artists, facilitators and the audiences. Another opportunity for artistic expression arose with the Official Launch of RichmondPRA, when it was decided to hold an art competition to mark the important event. The "Picture Our Vision" art competition invited clients, consumers, members and staff from RichmondPRA services to contribute ideas to the look and feel of the new organisation's branding. Curated by our Community Arts Coordinator Jane Miller, the exhibition in the Strangers Dining Room of Sydney's Parliament House included a mixture of painting, drawing, traditional Aboriginal, mixed media linocuts and digital works.

WORKFORCE DEVELOPMENT

RichmondPRA aims to be an employer of choice. To deliver effectively, and build our capacity we continue to invest and develop our workforce, which includes training and growing our consumer and peer workforce.

Our policies and practices are based on best practice principles, with continuous evaluation and improvement processes associated with the workforce development function. In addition we continue to develop recovery focused, best practice service models and ensuring the workforce skill, knowledge and ability requirements of these models are met.

Key workforce development projects undertaken during the year were:

- **Finalisation of the "Embracing Inclusion" Policy** which is the organisation's affirmative action plan to recruit, retain, support and develop a workforce in which people with lived experience of mental illness play the major role.
- **The development of the Core Training Strategy** including completion of a revised Orientation e-learning module and initial development of an e-learning module in Intense Emotions & De-escalation and Mental Illness Symptoms and Medications modules. Further development of these modules and other e-learning core training modules will continue in 2013/14.
- **RichmondPRA was successful in an Expression of Interest with Mental Health Coordinating Council (MHCC)** to participate in a Clinical Placements Program. This led to the successful placement of 19 students across RichmondPRA services.
- **RichmondPRA appointed six aboriginal trainees** in Certificate IV Mental Health across services as part of the MHCC Aboriginal Careers in Mental Health Program.

A measure of the success of RichmondPRA's workforce development strategies lies in the statistic for annual staff turnover. In the twelve months following the merger staff turnover dropped by 19.9%.



INTERNAL PROMOTIONS
INCLUDING 20 PROMOTIONS DIRECTLY
ATTRIBUTABLE TO MERGER



5 10

CERTIFICATE
IV GRADUATES
FROM MHCC

CERTIFICATE
IV GRADUATES
FROM OTEN

THIS IS REFLECTIVE THAT A VERY HIGH MAJORITY
OF EXISTING WORKERS HOLD CERTIFICATE IV AND
THE NEW ENROLMENTS ARE ONLY FOR NEW STAFF

22

NEW CERTIFICATE
IV ENROLMENTS

8

SCHOLARSHIPS
AWARDED

UPSKILLING ACROSS THE SECTOR IS EVIDENT
AS MANY STAFF NOW HOLD A CERTIFICATE IV WHEN
COMMENCING WORK WITH RICHMONDPRA

368

STAFF ATTENDING TRAINING
AND DEVELOPMENT ACTIVITIES
DURING THE YEAR

I have my son back



I have a CARAVAN out at Sofala on mum's property -

I SPEND a WEEK or TWO over Christmas painting.

MY STORY SCOTT

I grew up in Bathurst. As a teenager, I had a friend who was a neighbour. His dad used to paint and he gave me a book on landscape painting. I taught myself to paint landscapes from the book.

I started using drugs and took off to Queensland with a mate after high school. Things kind of went pear-shaped in my head and I came back to Bathurst and lived with mum on and off. It's fair to say I ended up getting into a bit of strife. Finally, I ended up living at Tallowwood Hostel at Bloomfield Hospital in Orange for too many years. There were 14 other guys living there and most of 'em were a lot older than I was; they'd been there for years, decades some of 'em. The food there was terrible. We had a kitchen but us blokes almost never cooked in it. They sent all our meals over from the hospital. I hardly ever saw mum. I didn't ever see dad.

When RichmondPRA found a flat in Bathurst and helped me move in, the hospital staff were pretty sure it wouldn't last. But it has. When I was living at Tallowwood, I was working in a supported employment workshop three days a week in Orange. After I moved to Bathurst, RichmondPRA staff drove me from Bathurst to Orange for a few weeks so I could keep working. Then they showed me how to go between Bathurst and Orange by myself on the bus. Finally, a position came up in Bathurst, so I now work four days a week at Bathurst Wood Products. It's part of Glenray Industries. I get to do carpentry work, putting kitchen cabinets together and I like it.

The first unit I moved into in Bathurst, there was a lot of trouble 'round there. RichmondPRA talked to the Department of Housing about it. Between RichmondPRA and Housing Plus, I found another unit.

It's brand new, ay, and its beaut. Now, I take care of my own stuff. Me and mum go to the movies a lot and I go over to mum's for dinner every week. I go to Dad's house a couple of times a month and I cook Dad my favourite meal: Apricot Chicken. I make it from scratch, though I do use a secret ingredient that makes it awesome: French Onion Soup mix.

I have a caravan out at Sofala on mum's property - I go out there a few weekends a year and I spend a week or two out there over Christmas painting. It's peaceful.

ANOTHER PERSPECTIVE LIZ

The only reason I knew about the HASI Program in Bathurst run by RichmondPRA was because I used to work with a few of their support workers at Glenray. I'm the Team Leader of one of their group homes. I made enquiries and I told Bloomfield Hospital about RichmondPRA's HASI Program; they had never heard of it. They were a bit dubious and they didn't think it would work when Scott moved out, but it has. There really needs to be more advertising of what RichmondPRA does.

The staff worked really hard to help Scott transition out of Tallowwood and into his unit in Bathurst. It was a real shame when his first flat didn't work out, but it's a lot better where he is now. Scott loves to go out to and spend time in the caravan on my property - I think he treats it as his safety net. If everything fails, he always has the caravan. I'm happy for him to keep that up his sleeve.

I have my son back. The work RichmondPRA do is fabulous.

It's peaceful

SENIOR LEADERSHIP TEAM



Mohammed Alkhub General Manager Business Excellence

After the merger, Mohammad's crucial area of operation encompasses all of the organisation's quality assurance systems: Work, Health and Safety; Management Quality (ISO 9001:2008); Environmental Management; and Disability Service Standards. For each system, Accreditation (including the relevant documentation pertaining to policies and procedures) and risk management are high priorities.

With 62 sites around New South Wales, new quality assurance systems needed to be introduced into the newly merged organisation and maintained in order to fulfil funding department requirements and the Board's risk management priorities. Another task was the introduction of practices to comply with new harmonized Work, Health and Safety legislation.



Aidan Conway General Manager Operations North/West

This has been an exciting and satisfying year for Aidan in his role as one of two General Manager Operations. Working as an integral part of a strong executive team, Aidan's new role included operational responsibility for additional services in the Hunter New England, Southern New South Wales, Murrumbidgee areas, as well as the services in Caboolture and Hervey Bay in South East Queensland.

Throughout the year expansion was achieved through successes in relation to the New England Partners in Recovery Program, where RichmondPRA was selected as the lead agency. Further success for the organisation came after being selected as one of three agencies to provide the NSW Health funded HASI Plus program, in Tamworth and Newcastle. Aidan has also introduced a new knowledge management initiative through creating Communities of Practice across the organisation to support staff in heightened communication, problem solving and knowledge creation activities.

James Fang Chief Commercial Officer

Over the year, James led his team through many changes in the social enterprise, community business area. Earlier in the year, Prestige Packing Co. was relocated from Redfern to Marrickville. The new site provides a better working environment for staff and consumers. To complement the Marrickville site, administration of the business also moved into the same building.

A new Sales and Marketing Manager was appointed for the businesses which has assisted in a lift of 10% year on year growth, of which the team is very proud.

With the support of the Board and the Senior Leadership team, the organisation's first business franchise, Kwik Kopy, got underway with a site chosen and fitted out. Opened in August 2013, this will create another opportunity for employees to improve their work skills.

For the Renewable Recyclers business in Wollongong, the team bid for and won a contract for Wollongong Council, and again this will generate sustainable workflow for the Wollongong site while improving the bottom line for this social enterprise.



Tim Fong General Manager Human Resources

Tim was appointed the new organisation's first General Manager Human Resources, and he was immediately involved in key areas of the merger process. At the same time, effective human resource support was also maintained to ensure the people who access our services continued to receive quality service.

The merger presented RichmondPRA with an opportunity to develop a new industrial environment to bring the workforce together, and more effectively support the vision to increase the number of people employed with lived experience. To achieve this vision, the recruitment process was reviewed and refined in order to develop new ways of getting the best performance from staff in a supportive and recovery focused way.

In addition, Fair Work Australia announced a landmark decision to increase pay rates for people working in the sector, which added further complexity to the merger activities being undertaken.

Strong progress was made in addressing these activities in the first year as one united organisation, ensuring minimal disruption to service delivery.



the best quality assurance audit feedback in recent years, which affirms their hard work around contract compliance, as well as the effectiveness of the organisation's individualised supports and services.

There was also particular recognition of the support provided to employees in the community businesses, which was evidenced by lower employee turnover figures, improved achievement of individual goals and plans. Importantly, a newly established and ongoing meeting between the community businesses and vocational services teams has created open and productive communication that has improved supports for the employees.

Marty is also the Chair of Ostara, the nationwide provider of Disability Employment Services and Programs for people with psychosocial disability, of which RichmondPRA is a foundation member.

Janet Meagher AM General Manager Inclusion

In Janet Meagher AM RichmondPRA is fortunate to be in the unique position of having as a member of its senior leadership team one of the most prominent and respected advocates for people with mental illness. Janet is also an appointed Member of the National Mental Health Commission.

During the year, Janet led teams comprising management, staff and consumers in RichmondPRA which developed our "Embracing Inclusion" consumer employment policy and strategy, and our "Recovery Action Plan" service delivery framework, which will re-energise the array of different service types provided by the newly merged organisation around recovery focused principles and practices.

Janet also travelled widely throughout the country in her role as Member of the National Mental Health Commission. She made a significant contribution to the early work of the newly established Commission in identifying the need for mental health services in Australia to address measures to assist people with mental health issues to lead a contributing life in the community.



Marty Golding General Manager Employment

Marty's area of operation is Employment Services which include disability employment programs, vocational support for employees of the community businesses, the peer workforce, and PreEmploy Institute.

Outcome targets and contractual obligations were met in each of the funded programs, and high quality services delivered to job seekers and employees of the community businesses. The Disability Employment Services (DES) team improved their Star Ratings across the board ensuring continuing contracts, however a disappointing tender result meant the loss of three of these contracts in March 2013.

Commonwealth funded Disability Employment programs are subject to high standards of audit and compliance. It was therefore particularly satisfying to have the Vocational Services team experience





Phil Nadin
Chief Development Officer

As Chief Development Officer, Phil's role is to work with the CEO and the Board to help "future proof" the organisation.

Being the previous CEO of PRA, meant Phil played a pivotal role in the successful merger process. Other key projects during the year included the launch of RichmondPRA's Kwik Kopy franchise in Surry Hills, the third RichmondPRA social enterprise set up to create jobs for people on their mental health recovery. He also worked on the adoption of objectives within the organisation's Strategic and Operational Plans, which will ensure that a recovery focus continues to be the foundation on which all of RichmondPRA's activities will be based.

Phil managed the contribution RichmondPRA was able to make to the roll out of the NDIS, after receiving a grant from the then Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs. He was also instrumental in the adoption by the Board of a Fundraising and Community Partnerships Program to enable greater community engagement with the organisation and our work.

Throughout the year Phil also focused on looking at the environment in which RichmondPRA works and ensuring the strategic direction is in line with the objectives of government and stakeholders in the mental health sector; RichmondPRA services are relevant to the community's changing needs; promoting a service culture within the organisation that aligns with providing quality services to people with mental illness; and identifying opportunities for RichmondPRA to innovate and broaden the range of choices to provide support to those in need.

Andrew O'Brien
General Manager Operations South/East

Since the merger took effect, Andrew has been working to achieve better integration across all the services offered by RichmondPRA. This has involved working closely with all the other members of the Senior Leadership Team to implement changes to the finance, human resources and other functions that support our service delivery.

A key project Andrew has been involved with has been the harmonisation of front line positions across the organisation. This involved consulting with staff and people in each service about their roles and what they would like staff to do when providing support.

Andrew has also been responsible for setting up a new Boarding House HASI program. This new initiative provides up to five hours of support a week for up to 75 people with a mental illness who live in licensed boarding houses in the Inner West of Sydney. The aim is to provide support for the boarding house residents to access mainstream community services and activities, education, training and employment options as well as ensuring people's physical health needs are met.

Andrew also represents RichmondPRA on six consortia for the Commonwealth's new Partners In Recovery Program.



Mark Orr
Chief Information Officer

As Chief Information Officer, Mark has led the work of the ICT Team, Evaluation, Research and Service Development Team and the Professional Practice Manager, each of whom work across most programs, services and policy areas in RichmondPRA.

After the merger some key projects included establishing and maintaining the IT linkages between the two former organisations' networks; planning a new Voice Over Internet Protocol (VOIP) system and a new IT network for the organisation and implementing the core of it at the new head office; upgrading and deploying an Incident Reporting Database; establishing ten new sites on the IT network and consolidating and reviewing services policies.

Key to any new organisation is the development of a new website and intranet, both of which were finalised and launched this year. A major milestone during the year, was the development of the Strategic Plan 2013-2016, which included input from consultations with people who use our services, partner organisations, staff and managers. In addition, an Operational Plan was developed to cover 2013-2014, plus development of an Information and Communication Technology (ICT) Strategic Plan commenced.

Research and Evaluation continued to be cornerstones of policy and service development, and evaluations completed during the year included the Young Peoples Outreach Program and the Recovery and Resource Services Program. The change management process for the merger was monitored through a team led from within the Research, Evaluation and Service Development Team. A regular organisational Pulse Survey was also undertaken with reports provided regularly to the board and senior leadership team to measure progress. A Guarantee of Service survey for people who use our services which was undertaken just prior to the merger, was undertaken once more at the end of the first year of operations.

Given the importance of physical health for people who use our services a review was undertaken and an update of the award winning Back on Track Health Program was rolled out throughout the organisation. In addition, the community arts program continued to engage people throughout NSW with workshops. Finally, work was undertaken to establish opportunities for a research partnership with the University of Sydney's new Centre for Disability Research and Policy to help develop the evidence base for community based mental health support.

Michael Smallsman
Chief Financial Officer

During the past year, Michael has led the Finance team through a very busy phase that focused on the merging of two organisations. Processes and systems were put in place once the legal structure was confirmed. Communication to partners, suppliers and staff were generated to ensure banking arrangements continued to flow smoothly. Insurance policies and Workers Compensation were also a priority.

As RichmondPRA was now double the size of either of the two former companies, a new accounting system was implemented to handle accounts payable and properly supply management with information to run the finances of the organisation. However there were immense challenges with the new accounting system as it did not generate the meaningful data as intended. Consequently, a new system package was sought.

The Board and Management also required a new budget consisting of the amalgamated operations of both former entities. A new management financial reporting regime was implemented and this needed to properly describe the nature of the new merged entity. The biggest success was that the merger caused virtually no financial disruption to the needs of RichmondPRA, its clients, staff, suppliers or funders.



ORGANISATION STRUCTURE



MY STORY CRAIG



I am 40 years old and I live with schizophrenia and narcolepsy. I've been hearing voices for about 7-8 years; I know they're in my head and they say really nasty things. I rate the loudness on a scale of 1-10. If it's a 4 or a 5, I can manage it but when it gets to 9 or 10, I know I need to reach out for help which is what I do with RichmondPRA.

Before I entered the RichmondPRA MOSAIC program, I was living with my parents and experiencing high levels of anxiety on a daily basis. This anxiety was related to my schizophrenia symptoms that left me feeling depressed and struggling to cope with everyday life. At this time I was also regularly going in and out of psychosis.

Prior to MOSAIC, I was in hospital quite regularly. I'd be in hospital for a month or more at a stretch, out of hospital for a couple of months and back in again. I stayed in RichmondPRA's MOSAIC residential program for about 8 months and I've recently moved out. Since entering MOSAIC, I

haven't been in hospital once. I have learnt how to cope better with my symptoms and take more responsibility for my everyday living. The program has helped me to get involved with my hobbies again but the thing I am most proud of is being able to purchase my own goods. I've felt a real sense of accomplishment after having moved into and furnished my flat in Redcliffe. I took some of my superannuation out to set up my flat – I bought bookshelves, a freezer, a bed, a washing machine – that sort of thing. I wanted somewhere homely and comfortable. Somewhere that feels like home. I've created that home and I'm proud of it.

RichmondPRA have assisted me to cope. Having someone to talk to and work through my stresses with has really helped to alleviate my anxiety. Having a roof over my head that I can call home has made me feel more independent and given me a sense of security. The support RichmondPRA has provided has been tailored to my individual needs. They have supported me along the way to achieving

my goals and have been very encouraging. I feel like I am standing on my own two feet again. I manage the voices through meditation, movies, listening to music – a range of techniques. What works one day doesn't necessarily work the next. It's a fine balance and I have to keep recalibrating how I cope.

In the future I see myself successfully utilising the strategies and tools I have learnt, living a peaceful life in my own accommodation. Going back to work is a possibility for me when I feel more stable. I don't want to set myself up to fail. I'm not sure whether I'll go back to what I used to do: I was an IT recruiter for 10 years. It was a stressful industry to work in but I really loved what I did. I'm not really sure what I'll do, maybe something in mental health.

I have developed a greater sense of independence and autonomy. I am able to remain calmer and better manage my challenging days, taking what's going on for me in my stride more so than before.

MY STORY HEATHER

*Life can be VERY
COMPLEX
but when you break it down
AND TACKLE
ONE small problem
at a TIME,*

I referred myself to RichmondPRA in October 2010. I'd just left the doctor after being told I had anxiety and depression. I was so unwell when I walked into the Temora office that I couldn't even tell Michelle Steinhardt my own phone number. For years, I had been (and still am) the carer for my brother, my husband Jamie and our son, all of whom live with schizophrenia. Ours had always been the type of house where there were lots of teenagers hanging around - friends of my kids. I'd always end up taking in a stray. It's what you do when a kid has nowhere else to turn and you want to keep your community together. I'd put all my time and energy into looking after my family and our ever-growing teenage tribe; I hadn't set aside any time for myself to make sure my needs were fulfilled.

I was accepted into RichmondPRA's Recovery and Resources Services Program. My goal was to get myself better so I could continue looking after my family members - but I knew I needed to learn how to carve out time to invest in my own health and wellness.

With encouragement from Michelle and RichmondPRA staff, I became more involved with my church, the Salvation Army. I started helping out by volunteering in the local Salvo's clothing store. I initially did work at Salvo's as respite from my husband. (Laughs) But seriously, work gives you back your own space.

After a short time, I was asked to assist with the relocation of the shop. Shortly afterwards, I took on the role of Store Manager. My new duties included doing up the shift rosters, supervising donations and pricing, cashing up at the end of the day and banking. I've been in that role for over a year now. My husband has also recovered quite significantly - he now manages the Salvo's furniture shop in town. Before working on my own wellness with the help of RichmondPRA, Jamie and I would always be getting in each other's way around the house and we'd argue over silly things. Now, we've each got personal time and we're connected to other people - we're not in each other's pockets so much. Jamie has diabetes and I used to nag him about his diet and when to take his medication, I've learned not to do that - well, not AS MUCH as I used to!

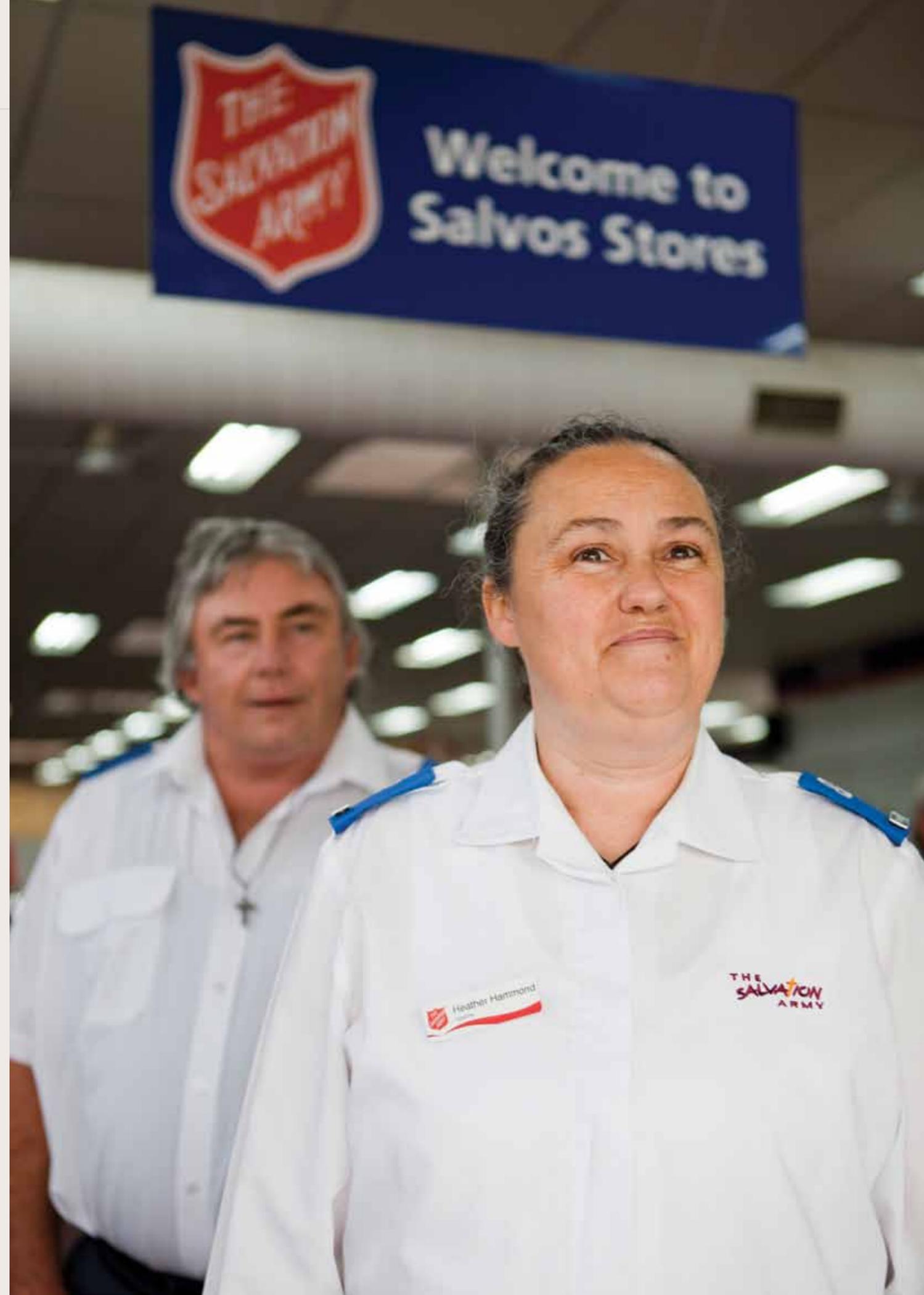
You know, as a woman in my 40's, I had never got my driver's license. I'd had my learners permit for a few years but had never gone any further. With encouragement from Michelle and the team, I took a few lessons from a qualified driving instructor. I've recently obtained my P's and I've saved up and brought my very own second hand car.

Life can be very complex but when you break it down and tackle one small problem at a time, you can sort yourself out.

ANOTHER PERSPECTIVE JAMIE

Life has changed for the better recently. Heather and I are renewing our vows in December. Three days after our son's wedding. Never a dull moment!

*you can sort
yourself out.*



FINANCE

IN ITS FIRST YEAR OF OPERATIONS, RICHMONDPRA DELIVERED A STRONG FINANCIAL RESULT.

While both of the previous organisations were financially stable and well resourced, the new entity is even stronger. With annual operating revenue now over \$46 million and net assets in excess of \$24 million, the new organisation is well placed to invest in its mission to provide a wide range of recovery services to people with mental illness.

The surplus for 2013 of \$7.4M is the result of two extraordinary factors. First was the sale of the former PRA office and factory in Redfern. This transaction resulted in a profit after costs of the sale of \$5.6M. The second factor was the adoption of a common

accounting practice recognising the \$3.2M funds received by the former organisations as income in advance. These funds are held in equity for funders as under-expended contract funds reserve, and will be used in 2013/14. There were substantial costs of the merger, however these were comfortably offset against the factors above.

The following information is extracted from the audited Financial Statements of RichmondPRA for the year ended June 2013. The full Financial Year Statements are not included in this report and are freely available on request from RichmondPRA.

OUR SOURCES OF REVENUE 2012/13

Commonwealth Government	\$27 967 309
NSW Government	\$9 408 869
Business Sales	\$5 454 862
Qld Government	\$1 447 174
Other Income	\$1 750 661
TOTAL REVENUE	\$46 028 875

OUR EXPENDITURE BY TYPE OF SERVICE 2012/13

Supporting people where they live	\$22 501 103
Working with people to find a job	\$10 954 972
Helping people make friends, get involved and learn new things	\$6 628 964
Other	\$3 185 528
TOTAL EXPENDITURE	\$43 270 567

OUR BALANCE SHEET AT A GLANCE

ASSETS

Cash	\$13 017 661
Property, plant & equipment	\$10 592 823
Other assets	\$5 172 665
Receivables	\$2 359 147
TOTAL ASSETS	\$31 142 296

LIABILITIES

NET ASSETS

Represented by	
Underexpended contract funds reserve	\$3 830 142
Other reserves	\$6 802 559
Accumulated surplus	\$14 015 776
LIABILITIES	\$6 493 819
NET ASSETS	\$24 648 477

LOOKING AHEAD

MENTAL HEALTH POLICY

2012/13 marked the first full year of operation of the National Mental Health Commission, the commencement of the NSW Mental Health Commission and the establishment of a Mental Health Commission in Queensland. It is clear that Mental Health is now well established as a priority of government and in the community. As a result, we hope to see the full picture of the need for mental health services in the community, and how well those needs are being met.

The National Commission has committed itself to encouraging improvement in the results that existing and future programs obtain. While ever there is a level of unmet service demand, the pressure on Governments to apply more resources to the problem will be strong. But current levels of funding are not insignificant, and the effectiveness of the services that do exist should be an issue for all stakeholders.

RichmondPRA strongly supports the position that each and all of the clinical and community based services that make up the mental health sector are open to evaluation, not only in terms of how effective they are in achieving their stated aims, but how relevant those aims are in a recovery focused environment, and how well services perform as part of a suite of joined up services that meet clients' real needs. The primacy of clinical service provision over person centred holistic support finally appears to be waning, providing the sector with an opportunity to refocus itself on what works best for people with mental illness, in contrast to what it has suited the system to provide.

PARTNERS IN RECOVERY (PIR)

Partners In Recovery (PIR) is the major new Commonwealth Government national program which aims to support people with severe and persistent mental illness who have what are defined as "complex" needs, and their carers and families. The program intent is to streamline the multiple sectors, services and supports people may come into contact with (and could benefit from) to have each of those services work in a more collaborative and coordinated way. PIR will improve the systems response to, and outcomes for, people with severe and persistent mental illness by:

- **facilitating better coordination** of clinical and other supports and services to deliver 'wrap around' care individually tailored to the person's needs;
- **strengthening partnerships** and building better links between various community support organisations and clinical services currently delivering services to the PIR target group;
- **improving referral pathways** that facilitate access to the range of services and supports needed by the PIR target group; and,
- **promoting a community based recovery model** to underpin community support and clinical services.

The half billion dollar program's reach is huge - 24,000 people who have a severe and persistent mental illness with complex support needs that require a response from multiple agencies. People who have persistent symptoms, significant functional impairment and psychosocial disability will have become disconnected from social and family support networks. This leads to extensive reliance on multiple health and community services for assistance to maintain their lives within community-based settings and outside of institutional care. PIR will get those services working more closely together around the needs of the individual person rather than the program priorities of the services they are funded to provide.

Preparing PIR tenders with multiple consortia members was a major focus for RichmondPRA throughout the year, and would have been impossible on the scale attempted but for the capacity of the newly merged organisation. The result of this effort was highly successful, with RichmondPRA being appointed the lead agent for the program in the New England region, and joining in nine other PIR consortia in South West Sydney, Inner Western Sydney, Western Sydney, Southern NSW and Nepean Blue Mountains. We look forward to making a positive contribution to the important changes that the PIR program will bring.

NDIS

The National Disability Insurance Scheme (NDIS) has been designed to support a better life for hundreds of thousands of Australians with a significant and permanent disability and their families and carers. The scheme started on 1 July 2013, with the first stage rolled out in South Australia, Tasmania, the Barwon area of Victoria and the Hunter area in New South Wales. The ACT and NT will join the launch in July 2014.

NDIS will provide long-term, individualised support that is reasonable and necessary to meet the needs of people with permanent and significant disability, including psychosocial disability. Many of the people who use or would in future use services provided by RichmondPRA will be supported under the new scheme.

RichmondPRA expects to play a major role in the new arrangements. With a wide range of services provided to over 300 people in the Hunter launch site, RichmondPRA is well positioned to assess how the scheme is developing, and how our service offerings can remain relevant in this new environment.

NDIS is based on the principle that choice and control over the services a person uses is exercised by the person themselves. NDIS essentially "funds" the person to find and engage the services they need. NDIS does not fund services directly.

THE NOTION OF INDIVIDUAL CHOICE AND CONTROL IS VERY FAMILIAR TO RICHMONDPRA, BECAUSE INDIVIDUAL CHOICE IS CENTRAL TO THE PHILOSOPHY OF RECOVERY FOCUSED PSYCHOSOCIAL SERVICES. SO THIS IS A WELL TROD PATH FOR RICHMONDPRA.

EVEN WHEN WE HAVE BEEN OBLIGED TO PROVIDE SERVICES PRESCRIBED BY GOVERNMENT CONTRACT, WE HAVE WORKED HARD TO ENSURE THAT THE PERSON'S HOLISTIC RECOVERY NEEDS HAVE REMAINED AT THE CORE OF OUR CONTACT WITH THEM.

WE CAN NOW LOOK FORWARD TO THE OPPORTUNITY TO MEET WITH PEOPLE AND DISCUSS HOW WE CAN SUPPORT THEM ON THE TERMS THEY WISH TO SET, ADDRESSING THE THINGS THEY SEE AS PRIORITY IN RE-ESTABLISHING THEMSELVES AS A CONTRIBUTING MEMBER OF AN INCLUSIVE SOCIETY.

MY STORY AMY



ANOTHER PERSPECTIVE ANGIE CORCORAN, SUPPORT WORKER

The more I get to know Amy the more I find out that she is an independent person who lives her life with personal integrity. She is goal directed, honest, and kind hearted. Amy is a fount of knowledge about our local area ... she participates in a variety of community activities and has made many supportive friends this way.

I'm 34. Six years ago I was living with my mother. It was great, I didn't have to pay rent and there was always food in the house. I became mentally unwell and had to go Ron Hemmings for treatment. Ron Hemmings is a hospital in Goulburn. I was there for 2 years. The staff referred me to RichmondPRA and my HASI support worker, Margaret, found me a place to live where I could learn to be independent. The hospital worked with RichmondPRA and between them, helped me find me an apartment in Queanbeyan where I was supported by RichmondPRA.

I now live in a 2-bedroom townhouse and I like it better. It's bigger, cleaner, nicer. I get drop in support every day – staff help me with my medication and support me to get to work and study. Another great thing about my townhouse: I have a backyard. I need to get the lawn mowed as soon as I can. I've got to hoe it and get dirt and compost in there, so I can grow things. I want to grow flowers, vegetables and bushes. I especially love big red roses,

yellow and purple tulips and carnations in pink, white and mauve tones.

I see mum occasionally – I can see her whenever I want. My support workers have helped me set my goals. I'm more independent now. I like paying my own rent and buying my own food. There's no problem with that. I'm going to Aquarobics with Angie – we have classes at our local swimming centre where we've got an indoor and outdoor pool. It's pretty cold so I'm glad the class is in the indoor pool.

I work in the Work Incentive Program at the Richmond PRA office and go to TAFE 3 days a week. I plan to finish my year 10 (equivalent) at the end of this year. It's good but it's hard. My favourite subject is English – I like reading horror stories and I'd maybe like to write them one day. I want to do Year 11 and 12 and a certificate in Business Administration afterwards. I'd like to get a fulltime or part-time job in an office but right now, I want to keep on working casually at the RichmondPRA office.

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