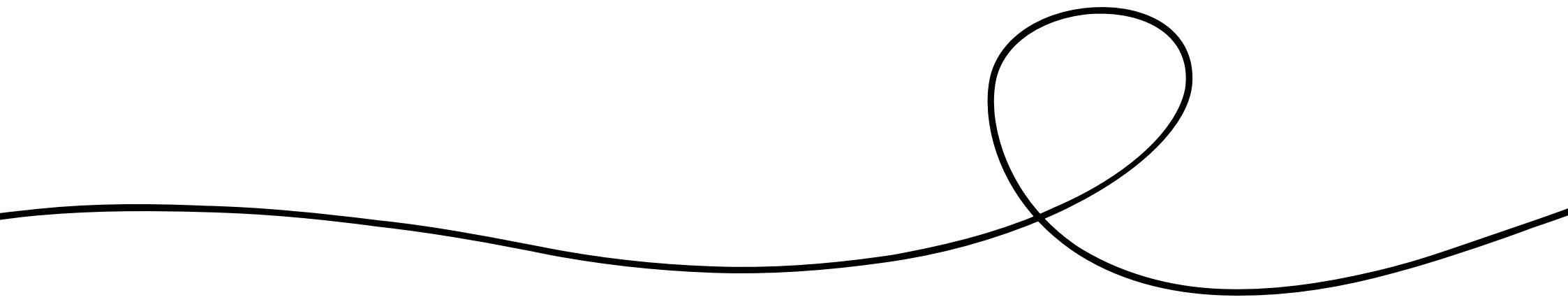


**NO WELLBEING**

*without*

**MENTAL WELLBEING**

*theory into practice*



A thick black line starts from the left edge of the frame, curves upwards and to the right, then loops back down and to the left, crossing itself to form a loop. It then continues to the right edge of the frame.

*follow this path to the '5 Ways to Wellbeing'*

## BOARD OF DIRECTORS

John Gatward, Chair  
Peter Corley  
Barbara Deacon-Hedges  
Stephanie De La Haye  
Nigel Goldie  
Ian Hughes  
Rebecca Pritchard  
David Brindle (since May 2011)  
Maggie Hysel, Chief Executive  
Kevin Tunnard, Operations Director  
Diane French, Performance and Quality Director  
Stuart Riggall, Central Services Director  
Raj Lakhani, Finance Director

## AUDIT AND ASSURANCE COMMITTEE

Peter Corley, Chair  
John Gatward  
David Kennedy  
Barbara Deacon-Hedges

## PATRON

HRH Princess Alexandra

## VICE PATRON

The Most Reverend and Right Honourable Dr. Rowan Williams  
Archbishop of Canterbury

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**For more information about RF's work and its Services, please contact:**  
Marise Willis: T: 020 7697 3359 E: [Marise.Willis@richmondfellowship.org.uk](mailto:Marise.Willis@richmondfellowship.org.uk)  
or visit our website [www.richmondfellowship.org.uk](http://www.richmondfellowship.org.uk)

Richmond Fellowship is a registered social landlord (Housing Corporation Registration No. H2025), a registered charity (Registration No. 200453) and a company limited by guarantee (No. 662712). Richmond Fellowship's Board adopted the National Housing Federation Code of Governance in 1996. Richmond Fellowship is a member of the Independent Housing Ombudsman Scheme.

## **THEORY INTO PRACTICE** **- BRINGING WAYS TO WELLBEING TO LIFE**

2011 has been another exciting year of healthy growth for the Richmond Fellowship Group. 2Care, the charity supporting people with complex mental health needs, formally joined the Group on 1st April. We continue to encourage, support and challenge even more people with mental health problems, with numbers of people using our Services now rising to nearly 9,000.

The theme of this year's review draws on two current sector strategies, 'No Health without mental health' and '5 Ways to Wellbeing', as we demonstrate how the organisation is turning theory into practice.

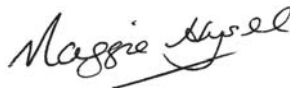
The following pages highlight a cross section of our achievements against the Ways to Wellbeing actions both corporately and at Service level. In September we were externally assessed by the British Quality Foundation and awarded the status of Committed to Excellence. This award, unusual in the voluntary sector, reflects the Group's commitment to embedding a culture of continuous improvement throughout the organisation. In light of the review's theme, we were delighted to learn in December that we have retained the Investors in People award for a further three years.

Wide ranging initiatives at Service level are evidence of the continued passion and commitment of our Staff and Service Users. We hope you will enjoy reading how, working together, they connected, were active, took notice, kept learning and gave to their wider communities across the country.

2011 is my last year as Chief Executive. After ten years in post, I feel it is time to hand the baton on. Despite the unprecedented challenges facing our sector I am proud to leave the organisation in a strong position, committed to a vigorous strategy of growth, underpinned by careful planning and management of costs.

I would like to thank the Board, my colleagues, every member of Staff and all the people who use our Services for their loyal support and commitment over the last ten years. I wish you all continued wellbeing and success going forward.

Best wishes



**Maggie Hysel, Chief Executive**

## **POSTSCRIPT** **FROM THE CHAIR**

Maggie's leadership qualities and achievements over the last ten years have been remarkable, and contributed much towards improving the lives of people with mental health problems across the country.

I know that I speak on behalf of the Board, Staff, Service Users and the sector when I say she will be sadly missed. We are all immeasurably grateful for the strong position in which she leaves Richmond Fellowship.



**John Gatward, Chair**

**CONNECT** p.8

**BE ACTIVE** p.10

**TAKE NOTICE** p.12

**KEEP LEARNING** p.14

**GIVE** p.16

*...the five ways to wellbeing!*

**Get Creative with the  
5 Ways to Wellbeing**

RF's Creative Arts Programme Manager Tracy Aston was funded by Liverpool Mental Health Awareness to produce a short animation, 'Get Creative with the 5 Ways to Wellbeing', to celebrate World Mental Health Day on 10th October at FACT, the Liverpool based cinema and art gallery. The animation was also shown on the Big Screen outside Liverpool Lime Street station.

RF's mission is to **encourage, support and challenge people with mental health problems on their recovery journey.**

The following pages illustrate some examples of how we have brought the **'5 Ways to Wellbeing'** to life over the past year across the country, by **encouraging, supporting and challenging** ourselves and the people who use our Services.

We believe that mental health is everyone's business, and that we are all dependent on each other to a greater or lesser degree for our mental wellbeing.

By **connecting, being active, taking notice, learning and giving** we can work together to help achieve the best possible quality of life for each individual with a mental health problem on his or her recovery journey.



# CONNECT

With the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in developing them. Building these connections will support and enrich you every day.



## How Service Users and Staff connected

- RF Mid Surrey is delivering local solutions to local problems for 983 people by outreaching into 9 boroughs and districts of Surrey covering 500 square miles.
- RF Belmont Supported Housing and Floating Support Service in North Somerset is working with increased referrals from people with an eating disorder, liaising closely with STEPs, the eating disorder service run by Avon and Wiltshire Mental Health Partnership NHS Trust.
- Of 150 people supported by RF's Community Links Services in Surrey annually, 50 take up voluntary work, 75 enter further education or mainstream vocational training and 80 engage in community activities – proof of multi-tasking!
- Service Users and Staff from RF Eamont Terrace 24hr Supported Housing Service worked in partnership with JD Wetherspoons in Hartlepool to hold a 'Time to Talk' event to raise awareness of mental health problems in the workplace.
- RF's Creative Arts Programme 'Creative Nature' project at the National Wildflower Centre enabled 2Care Service Users to connect with a mainstream organisation.
- RF Barnet Employment Service ran the World Mental Health Day event for Barnet PCT, and included local partner organisations. Service Users, supported by Staff, led the project which resulted in over 100 Service Users from across the Borough attending and making new connections.
- The Hearing Voices group initiated by RF Repton House Supported Housing Service Staff and Service Users in Milton Keynes has made links with local recovery teams, Mind and Re-think, taking on outreach work to promote a highly innovative programme of support for Service Users who hear voices.

## How the organisation connected

- 2Care, the charity supporting people with complex mental health needs, formally joined the RF Group on 1 April 2011.
- Inpatient Job Retention and Employment Pilot Project – a successful partnership between Surrey and Borders Partnership NHS Foundation Trust and RF West Surrey Employment Service.
- RF Hunts and Fens in association with NHS Cambridgeshire held a Stress in the Workplace conference which was attended by a wide range of local employers. Advice was also offered by partner organisations.
- Services in the North East are working in partnership with local organisations to identify tailor-made support for individual need – IT's IN Teesdale.
- Excellence in Networking Award – RF Mid Surrey's collaboration with MH Stakeholders in planning and delivery of Epsom Mental Health Week, publicised through an event programme delivered to 30,000 households in Epsom and Ewell.
- RF Redhill Subcontracting of Specialist Employment support to G4S's Work Programme in Surrey.



# BE ACTIVE

Go for a walk or run. Step outside. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.

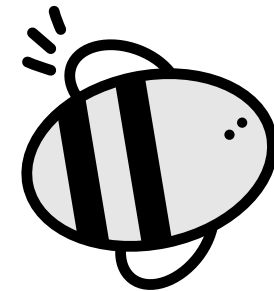


### What Service Users and Staff did

- Service Users and Staff from the North East Services completed the annual Great North Walk at Guisborough.
- RF Diversity Day in Manchester attended by Service Users and Staff from Manchester, Cheshire, Blackpool and Chester Services invited the local community and partner organisations to promote active well being in diverse ways – including African Drumming, Raqs Sharqui and Bollywood dancing sessions.
- 2Care Pedal Away sessions were part of the Creative Nature project.
- RF South Cheshire Service organised a Walk and Talk Group Service User event.
- Swimming sessions have been arranged every third Sunday by RF Blackpool Community Based Service for transgender groups in Blackpool.
- RF Mid Essex IAPT organised a sponsored walk in their local community for World Mental Health Day.
- RF West London Supported Housing Service Staff and Service Users organised a march along the Portobello Road for World Mental Health Day, handing out RF leaflets, pens, balloons and bags to shopkeepers, stall holders and the general public.

### What the organisation did

- In September RF was externally assessed by the British Quality Foundation and awarded the status of Committed to Excellence.
- RF Wiltshire, which manages the Swindon Mindful Employer Network, organised its third network conference with Dame Carol Black (National Director for Health and Work) amongst the guest speakers. Working actively with local businesses and media partners to gain sponsorship, the team was able to provide the conference free of charge to employers.





# TAKE NOTICE

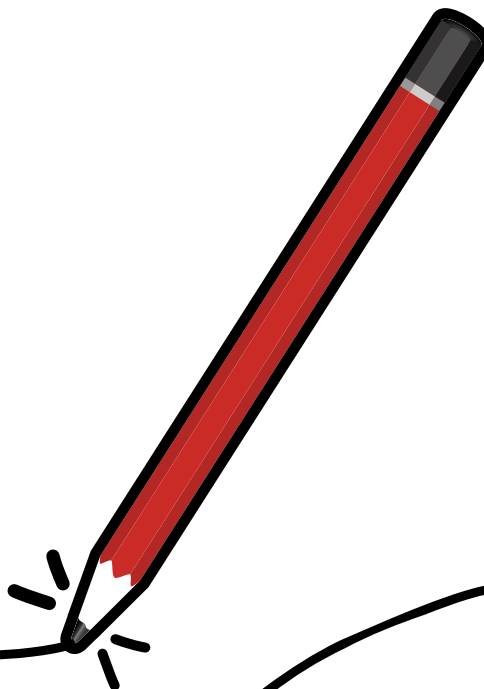
Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.

### How Service Users and Staff took notice

- RF's Creative Arts Programme Creative Nature project encourages Service Users to appreciate the joy of the outdoors and gardening.
- Friends of TWIGS, the fundraising arm of RF TWIGS, a community based service offering creative occupational activities, spotted an opportunity to take over the running of the café at the garden centre next door. The café now provides a social enterprise in a mainstream setting that benefits both Service Users and the wider community of Swindon.
- RF Poole Community Based Service Conservation Group takes notice of environmental issues together with members of the general public by delivering conservation projects throughout Dorset. Dorset Wildlife Trust has recently awarded RF the Helen Brotherton Award for Volunteering, in recognition of 320 days of conservation work put in by an average of 8 people a week in 2010/11.
- The RF Repton House Hearing Voices group was formed in response to Service Users not receiving support with voice hearing issues.

### How the organisation took notice

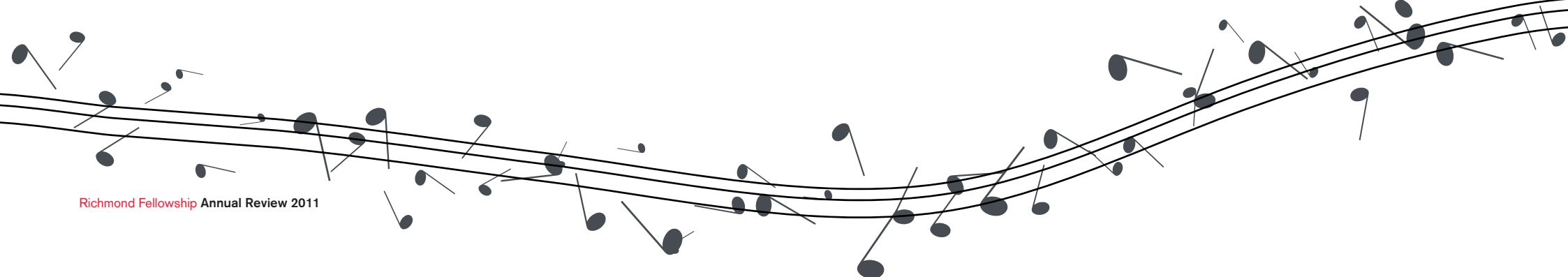
- RF was reviewed and in December learned that it has retained the Investors in People award for a further three years.
- Introduction of the Staff Council to give a formal voice to Staff members.
- Introduction of Service User reviews of Services





# KEEP LEARNING

Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you will enjoy achieving. Learning new things will make you more confident as well as being fun.



### What Service Users and Staff did

- Individual Placement and Support (IPS) pilot being delivered across Services in Cheshire and Wirral in partnership with CMHT teams, with positive outcomes reported and recommendations being implemented.
- Embedding of Creative Arts Programme into Community Based Services – training Staff to develop their own arts programmes.
- After a successful tender, RF Southend Bridge Builders Community Based Service implemented the RF community service model supporting Service Users into successful outcomes in the community. As a result, the service has completely turned around for Service Users, Staff and commissioners.
- RF Hunts and Fens's development of a Train the Trainer Assertiveness course, offered to all RF Services in the area across a wide range of client groups.
- RF Ipswich joined with other health professionals in the County Council's Human Libraries initiative, which visits schools to help improve understanding of mental health for young people.
- RF Repton House Music Group have developed songwriting, music production and packaging skills and produced two CDs.

### What the organisation did

- Performance and Quality Directorate piloted a rolling programme of reviews of Services.
- Service User Advisory Group formed to embed Service User Involvement throughout the organisation.
- Staff Training – launch of Management Development Programme.
- Staff Satisfaction Survey carried out across the organisation and results being acted on.
- Service User Satisfaction Survey pilot conducted across eleven different Service types, from different areas and regions, to inform a national Survey across all RF Services.
- Best Practice Meetings in all sectors sharing knowledge and learning nationally.



# GIVE

Do something nice for a friend, or a stranger. Thank someone. Smile.  
Volunteer your time. Join a community group. Look out, as well as in.  
Seeing yourself, and your happiness, linked to the wider community can be  
incredibly rewarding and creates connections with the people around you.

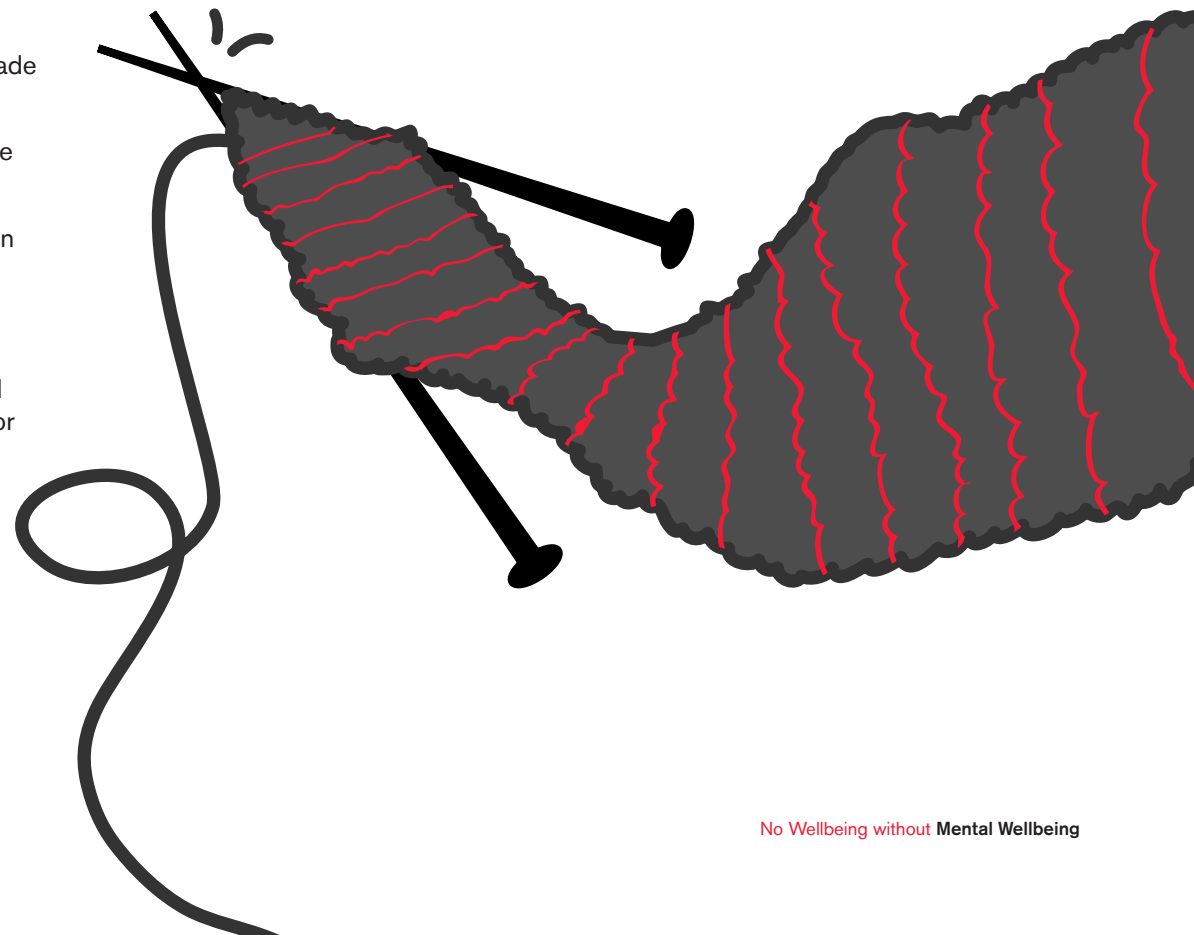


### How Service Users and Staff gave

- Creative Arts 'Art Giveaway' – Service Users in Yorkshire, Durham and Sunderland created wall hangings to give to Romanian organisations.
- Creative Arts Programme 'Art in the Wild' – public display of sculptures created by RF and 2Care Service Users.
- RF 115 Day Centre in Anfield is to provide placements for first year social work students from the local Community College on a rolling programme basis throughout the North West.
- A tenant from RF Manchester Supported Housing Service made baby blankets and toys for the Stockport Wellbeing Centre.
- A wall hanging was created by RF Art Matters for Head Office reception.
- RF Repton House Music Group aims to educate and entertain people in the Milton Keynes community regarding positive mental health and wellbeing.
- RF Manchester Supported Housing Service linked up with Greater Manchester Youth Network in a Global Xchange, and hosted two volunteers, one from India and one from the UK for two months to develop '5 Ways to wellbeing' projects. The volunteers set up a relaxation group, an arts and crafts group and a breakfast club for tenants.

### How the organisation gave

- The RF Legacy Fund gives opportunities to Services to develop local initiatives/projects.
- RF has a lead role within the Mental Health Providers Forum to help further development of the Recovery Star.
- The added value of expertise gained through national delivery applied with local knowledge and sensitivity.



# GROWTH THROUGH BEST PRACTICE

*“I am a different person now, generally happier, with more self esteem, willing to listen, to learn and to try new things and activities. I feel like I have been let out of a cage.”*

RF Service User

We shall be building on the ‘5 Ways to Wellbeing’ actions over the next year, as we continue our investment programme into improving the quality of our Services, Staff training and development, Service User involvement and growing the business through acquisitions, mergers and partnerships. We will challenge and inspire ourselves, stakeholders and the people who use our Services to make recovery reality for even more people across England.

We look forward to sharing our initiatives and achievements with you in 2012.

## ANNUAL ACCOUNTS AND STAFF STATISTICS 2011

The focus for 2010/11 has been to invest in the business resulting in a new Performance and Quality team headed up by an Executive Director. RF has also been working with commissioners to run pilot services around personalisation and individual budgets. There has been further investment in upgrading the IT infrastructure, implementing a new intranet site and a budgeting/planning tool as part of our on-going strategy to improve the quality of management information.

The level of turnover has increased marginally after allowing for prior year provision releases in 2009/10. There has been success in winning new tenders, partly offset by attrition of existing business, in an increasingly competitive environment with tight margins.

In 2010/11 RF engaged in a merger discussion with 2Care, a small charity/RSL, which is a national provider of mainly Therapeutic Community based services. A successful outcome has resulted in 2Care being a subsidiary of RF with effect from 1st April 2011.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the full accounts, the auditor's report on those accounts and the Board Annual Report should be consulted. Copies of these can be obtained from: **Richmond Fellowship, 80 Holloway Road, London, N7 8JG**

### STAFFING STATISTICS

2010/11

We employ 862 Staff

#### ETHNIC ORIGIN

White	80.86%
Mixed	2.55%
Asian or Asian British	2.90%
Black or Black British	8.12%
Chinese or other Ethnic Group	1.51%
Question Refused	4.06%

#### GENDER

Male	30.63%
Female	69.37%

#### AGE

Under 25	2.09%
25 – 34	23.43%
35 – 44	28.54%
45 – 54	26.68%
55 – 64	18.33%
65+	0.93%

#### DISABILITY (Self-declared)

Considered Disabled	1.74%
Mental Health or Addiction Problems	8.93%

**SERVICE STATISTICS**

Number of people using RF Services  
Men  
Women

**Ethnicity**

BME  
White  
Did not respond/refused

**2010/11**

8943  
4793  
4150

**2009/10**

6842  
3766  
3076

**OUTCOMES 2010/11**

People recording a positive outcome\*  
Employment Services and Retain  
Accommodation Based Services  
Floating Support and Community Based Services

	% of people of people who left the Service
2170	69%
193	80%
1026	61%

**CATEGORIES OF SERVICE**

Supported Housing  
24 hr Supported Housing  
Floating/Visiting Support  
Community Based Service  
Care Home with Nursing  
Registered Care Home  
Employment Services and Retain

**2010/11**

41  
20  
45  
26  
2  
5  
33

**GROUP INCOME**

Income  
Expenditure

**2010/11**

£m  
31.8  
32.0

**2009/10**

£m  
32.4  
31.4

**BALANCE SHEET**

Fixed Assets  
Current Assets  
Current Liabilities  
Liabilities over 1 year  
**Total Assets less Liabilities**  
Capital and Reserves

6.2  
19.3  
3.9  
0.2  
**21.4**  
21.4

6.3  
19.6  
3.9  
0.6  
**21.4**  
21.4

\* Positive outcome: those people using our Employment Services who have moved into employment, training or further education; those people in our Retain Services who have retained their job, been redeployed or have changed job; those people in our accommodation based Services who have moved on to more independent living; and those people using our Floating Support and Community Based Services who no longer need our support.

## STATUTORY SECTOR PURCHASERS

### Local Authorities

Blackpool Borough Council

Borough of Poole

Bournemouth Borough Council

Buckinghamshire County Council

Bury MBC

Calderdale Council

Cambridge City Council

Cambridgeshire County Council

Cheshire East Council

Cheshire West and Chester Council

City of Westminster

Darlington Borough Council

Dorset County Council

Durham County Council

East Sussex County Council

Fylde Borough Council

Gateshead MBC

Halton MBC

Hampshire County Council

Hartlepool Borough Council

Hertfordshire County Council

Kent County Council

Kirklees MBC

Knowsley MBC

Lancashire County Council

Leeds City Council

Liverpool City Council

London Borough of Barnet

London Borough of Camden

London Borough of Ealing

London Borough of Enfield

London Borough of Hammersmith and Fulham

London Borough of Haringey

London Borough of Harrow

London Borough of Hillingdon

London Borough of Hounslow

London Borough of Redbridge

London Borough of Waltham Forest

London Borough of Wandsworth

Manchester City Council

Middlesbrough Council

Milton Keynes Council

Newcastle City Council

North Somerset Council

North Tyneside MBC

North Yorkshire County Council

Northamptonshire County Council

Northumberland County Council

Peterborough City Council

Portsmouth City Council

Redcar and Cleveland MBC

Rotherham MBC

Royal Borough of Kensington and Chelsea

Sheffield City Council

Southampton City Council

Southend Borough Council

South Staffs Joint Commissioning Unit

Stockport MBC

Stockton MBC

Suffolk County Council

Sunderland MBC

Surrey County Council

Swindon Council

Thurrock Council

Wakefield District Council

Warrington Borough Council

West Sussex County Council

Wigan MBC

Wirral MBC

Wiltshire County Council

City of York Council

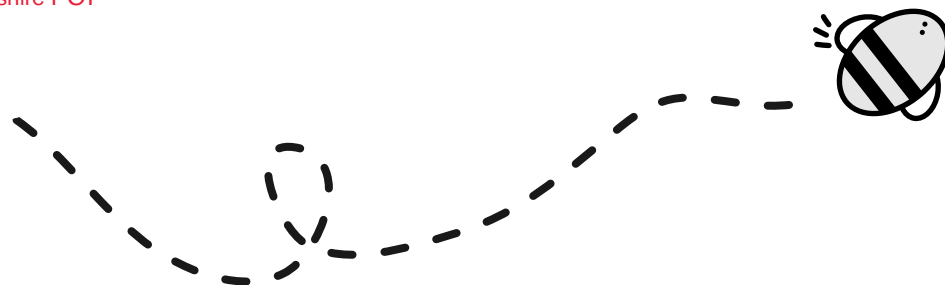
### NHS

- NHS Ashton, Leigh and Wigan
- Barnet PCT
- Barnet, Enfield and Haringey MHT
- Bedfordshire PCT
- NHS Blackpool
- NHS Brent
- Buckinghamshire PCT
- NHS Calderdale
- NHS Cambridgeshire
- Cambs and Peterborough NHS Foundation Trust
- Central and Eastern Cheshire PCT
- Cheshire PCT
- Cheshire and Wirral (NHS Trust) Partnership
- NHS County Durham
- Enfield PCT
- Hampshire PCT
- Hounslow PCT
- NHS Kirklees
- NHS Knowsley
- North East London NHS Foundation Trust
- Liverpool PCT
- Mid Essex PCT
- NHS Milton Keynes

- NHS North Lancashire
- NHS North of Tyne – North Tyneside PCT
- NHS Outer North East London
- Peterborough PCT
- Redbridge PCT
- South East Essex PCT
- South Staffordshire PCT
- South West Essex PCT
- Staffordshire County Council Joint Commissioning Unit
- SW London and St George's NHS Trust
- NHS Stoke on Trent
- NHS Suffolk
- NHS West Sussex
- Surrey PCT
- Swindon PCT
- Waltham Forest PCT
- Wirral and East Cheshire PCT
- Wiltshire NHS

### Other Funding

- Dept of Health Third Sector Investment Programme
- Department of Work and Pensions (DWP) Flexible New Deal
- European Social Fund
- DWP Improved Access to Psychological Therapies Employment Advice Programme
- Big Lottery
- Next Step: Information, Advice and Guidance





**RICHMOND  
FELLOWSHIP**   
MAKING RECOVERY REALITY

