



# NEW CONNECTIONS, EXPANDING HORIZONS

ANNUAL REVIEW 2010

Cover image: 1 in 4 installation highlighting the fact that one in four people will suffer from a mental health problem at some stage in their life. This was inspired by Antony Gormley's 'Field' and created by RF Service Users.

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**NEW CONNECTIONS, EXPANDING HORIZONS**

# EXPANDING HORIZONS FOR GROWTH

## INTRODUCTION FROM CHAIR AND CEO

2010 has been an exciting and invigorating year of activity right across Richmond Fellowship (RF) as we made new connections and expanded our horizons in many directions.

The first three months of the year saw high profile national and many local events in celebration of our 50<sup>th</sup> Anniversary. At the same time we were involved in the final stages of the Carr-Gomm merger process. We were not ultimately successful, but we learned much from the process and it clearly demonstrated our appetite and capacity for expansion.

The theme of this year's review was inspired by Staff exchange visits with colleagues from Richmond New Zealand in February and May, made possible by a generous legacy devoted in part to Staff development opportunities. The concept of 'whanau' is embedded in Maori culture and broadly translates as 'the people you connect with'. We feel it encapsulates our ethos and direction of travel as we connect with and support ever increasing numbers of people especially in the new era of personalisation. In order to achieve this we need to embrace change, expand our horizons and continue to grow the organisation.

We have invested in a new Directorate for Performance and Quality, as we seek to increase

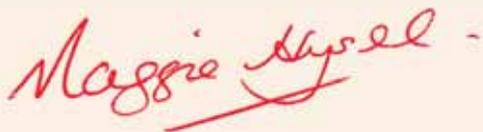
our effectiveness and eliminate inefficiencies in all aspects of our business. We have funded a range of personalisation projects across RF's three regions. And our commitment to Service User Involvement is evidenced by our continued investment in this initiative, coordinated by a National Service User Involvement Lead.

The following pages highlight these and other initiatives and achievements during the year. The Board has reviewed RF's 3-5 year objectives in light of the new Government's very challenging approach to funding for services and unprecedented change of policy direction particularly regarding the NHS. The next few years will be very tough for our sector, but we believe that with careful planning and management of costs we are well placed to meet the challenges ahead.

For the first time this year we are producing an Annual Report to Tenants, which is included in this Review as a separate insert for relevant audiences.

We remain committed to a strategy of growth, and end 2010 with the excellent news that 2Care, a charity supporting people with complex mental health needs, is to join the RF Group in early 2011.

With Best Wishes



Maggie Hysel, Chief Executive



John Gatward, Chair

## RICHMOND FELLOWSHIP MISSION STATEMENT AND OUR VALUES

# WE ENCOURAGE, SUPPORT AND **CHALLENGE** PEOPLE WITH MENTAL HEALTH PROBLEMS ON THEIR **RECOVERY** JOURNEY

- We are a specialist provider of mental health services
- We believe in social inclusion and recovery
- 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
- We believe that recovery is a journey, and is different for each person. While there is no single definition of recovery, the achievement of the best possible quality of life for each individual lies at the heart of this journey
- We believe that each person is unique, and should have the opportunity to take control over his or her life, and to develop new meanings and purposes. We concentrate on the whole person, rather than on diagnostic categories or labels
- We are committed to the ongoing training, development and wellbeing of our Staff and encourage partnership working



Steve O'Driscoll and Anne Bowler with Andy Burnham MP at the House of Commons

**“I HAVE HAD THE PRIVILEGE OF GOING TO THE HOUSES OF PARLIAMENT AND MEETING ANDY BURNHAM MP”**

Steve O'Driscoll, Service User RF  
Tyneside Community Support Team



# EXPANDING HORIZONS AROUND THE COUNTRY

## 50<sup>TH</sup> ANNIVERSARY CELEBRATIONS

National, regional and local events from October through to March.

Launch reception at the Baltic Centre, Gateshead in October.

Performance of 'Branded', written by a member of Staff in collaboration with Service Users to challenge stigma, at the Unity Theatre Liverpool.

Two members of Staff on the 4<sup>th</sup> plinth in Trafalgar Square – including a 4am slot on World Mental Health Day.

Reception for Service Users in central London in November.

Reception at the magical Snape Maltings in Suffolk in December.

Service Users present a giant 50<sup>th</sup> Anniversary card to Andy Burnham MP Secretary of State for Health at the House of Commons.

Reception hosted by RF's Vice Patron, The Archbishop of Canterbury at Lambeth Palace in January.

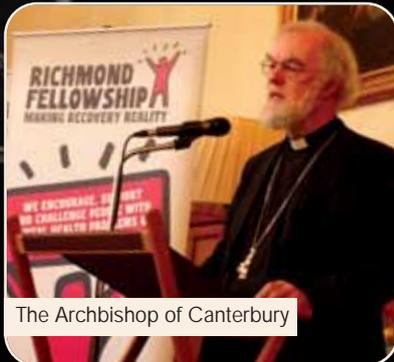
Tea party in February attended by RF's Patron, HRH Princess Alexandra at Head Office to wish the winners of the New Zealand exchange trip bon voyage.

Lunch party for Service Users hosted by Viscount Tenby at the House of Lords in March.

Regionally and locally, Staff and Service Users held original and inspiring events throughout the period – including '50 events in 5 days' in Yorkshire, a pre Christmas Horticultural Sale at the Old Moat Garden Centre in Surrey which was a sell-out, a giant Treasure Hunt in the North East and an Open Day at TWIGS in Swindon which resulted in the Service Manager being invited to a Buckingham Palace Garden Party!

**“SIMPLY UTTERING THE MANTRA OF CARE IN THE COMMUNITY ISN'T ENOUGH. WE MUST JOIN UP, MAKE CONNECTIONS AND PUT FLESH ON ABSTRACT WORDS.”**

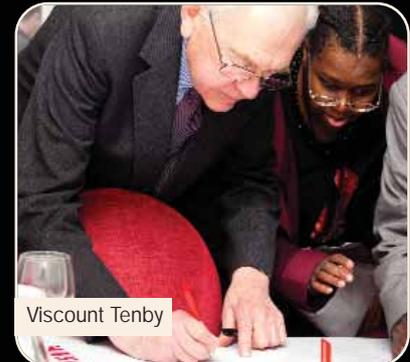
The Most Reverend and Right Honourable Dr. Rowan Williams, Archbishop of Canterbury and RF's Vice Patron



The Archbishop of Canterbury



HRH Princess Alexandra



Viscount Tenby

## INVESTMENT IN EXCELLENCE NEW PERFORMANCE AND QUALITY DIRECTORATE

**“IN THREE YEARS THE MEASURE OF MY SUCCESS WILL BE THAT WE INCREASE OUR EFFECTIVENESS AND DRIVE OUT INEFFICIENCY IN ANY ASPECT OF OUR BUSINESS”**

Diane French, Director Performance and Quality

Investment in a new Performance and Quality Directorate to sharpen RF's focus on tracking and benchmarking the performance of its services.

Introducing the Business Excellence Model (EFQM) as the overarching framework to align RF's Quality Assurance approach with a focus on results.

In light of the tough economic climate RF is investing in the Directorate and its functions for a period of three years without passing on the cost in overhead charges.

Ongoing dialogue with commissioners to inform improvements across all services.

## EXPANDING RF'S INFLUENCE CARR-GOMM MERGER BID

### RF in shortlist of three

In December 2009 RF was shortlisted to put forward proposals to merge with Carr-Gomm alongside two of the largest RSLs in the country.

In March 2010, after an intensive period of proposals and presentations, Carr-Gomm eventually chose Sanctuary Housing as their preferred partner.

RF's Board remain convinced that the process was a significant demonstration of the organisation's determination to grow, and would like to place on record their thanks to all members of Staff and Service Users who were involved and acted as magnificent ambassadors for RF.



Lynne Firmager and Chris Crellin  
in Brighton for a Carr-Gomm event





Service Users Anthony Sillence and Yasar Iqbal give a big thumbs up to the new Directorate

## EXPANDING HORIZONS IN CREATIVE ARTS 'BRANDED'

**“I THOUGHT THE PLAY WAS PARTICULARLY WELL-WRITTEN AND PERFORMED, PORTRAYING THE VERY DIFFERENT EXPERIENCES OF MENTAL DISTRESS IN THE STORIES OF MEN, WOMEN AND CHILDREN AND YOUNG PEOPLE”**

Andy Kerr, Development Worker Liverpool Mental Health Consortium

RF specially commissioned the 35 minute play 'Branded' to celebrate the launch of its 50<sup>th</sup> Anniversary celebrations at the Unity Theatre in Liverpool.

The play, which explores the impact of a variety of mental health problems and the stigma which surrounds them, was developed following interviews and workshops with Service Users and discussions with Staff.

A film was subsequently made of the play and is being used by a number of organisations in a variety of contexts – for staff training in Manchester Prison and in the Low Secure Service in Hollins Park Hospital Warrington, and for the training of magistrates in Stoke-on-Trent.

It has also been incorporated into the 'Myths about Madness' workshops, a Service User led initiative developed in Liverpool.



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# NEW CONNECTIONS ACROSS THE WORLD

## EXCHANGE VISITS WITH RICHMOND NEW ZEALAND

**“I LEARNT THAT **WHEREVER** YOU GO, NO MATTER IN WHICH PART OF THE WORLD, YOU ARE ALWAYS GOING TO MEET SOMEONE YOU HAVE SOMETHING IN **COMMON** WITH”**

Annabel Elrick, Employment Advisor, RF Wiltshire Employment Service

23 people (15 front-line and 6 central Staff and 2 Board members) visited New Zealand in February 2010 for a full week's programme with Richmond New Zealand (RNZ).

The fortuitous combination of RF's 50<sup>th</sup> Anniversary celebrations, the special relationship with RNZ and a generous legacy made this life changing trip possible.

RF personnel paid tribute to the wonderful welcome, hospitality and organisation shown by their hosts, and came home knowing that a lasting friendship had been formed between both organisations.



RF Staff meet Richmond New Zealand

The group reported a universal sense of having learnt a great deal from the experience, both as individuals and as a team, the majority of people meeting for the first time on the trip.

Several examples of best practice to take forward in England were reported.

Key members of RNZ Staff made a return visit to England in May, which culminated in a round table discussion at the Institute of Directors with other key mental health stakeholders, chaired by David Brindle, Public Services Editor of the Guardian.





## WELCOMING VISITORS FROM HONG KONG & AUSTRALIA

### “**GREAT T-SHIRTS!**”

Student from Hong Kong Polytechnic University

In May RF hosted a study tour for 10 people from RF Hong Kong, who recently celebrated its 25<sup>th</sup> Anniversary. The purpose of their visit was to learn about current developments in psychiatric rehabilitation in the UK, and service provision of RF in England.

The two day programme was a mix of presentations and service visits, and the visitors particularly valued exchanging ideas and ways of working with Staff and Service Users

In August RF hosted a visit by a delegation of 21 students and two lecturers on a study tour from Hong Kong Polytechnic University. The objective of the study tour was to expose students to the values, social life, culture and social services in London. The day with RF was the last in their week long trip, and presentations were given on the challenges facing the sector post election, and RF's approach to service provision.

The delegation was presented with RF T-shirts and wore them with pride for the rest of the day around London!

In September RF welcomed Neami Australia, a mental health rehabilitation and support provider operating in four states of Australia with 25 services and 2,000 clients. The purpose of their visit was to see the way in which the recovery focus is implemented in RF Services, particularly in Care Homes. They were also interested in RF's Employment Services.

A half day programme was devised to cover a visit to RF Barnet Employment Service, followed by a presentation on recovery focused work at RF Colindale Services, including a tour of the two Care Homes and the Supported Housing Service. Staff and Service Users joined the visitors for informal information sharing over lunch.

# TRANSFORMING ADULT CARE SERVICES INVESTMENT IN PERSONALISATION PILOTS

In 2009 RF's Board made a commitment to fund a range of personalisation projects across its three regions to make a difference to the Transformation of Adult Care Services that underpins the 'Putting People First' agenda.

Six pilot projects have now rolled out, two in each region. A third pilot is just about to be rolled out in the South Region.

To date, the majority have focused on the development of day and community services, but learning is being applied to housing/floating support services in other areas and opportunities are being identified for employment services.

New service models are being piloted, for example the Personal Assistant project identified as a requirement by Care Co-ordinators in Rotherham.

Service Users across the country have been so inspired by the Liverpool troupe BeatLife's introductory drumming sessions they are considering using their personal budgets to learn to be great drummers.

Key learning so far from the pilots is that Local Authorities are struggling to implement SDS and welcome RF's pro-active partnership role in helping to implement the transformation of services.

Personalisation is clearly the way ahead in Adult Care Services, but speed of implementation varies across the country.



**“IT’S ABOUT TRULY LISTENING TO SERVICE USERS AND ACTING ON THEIR IDEAS OF WHAT IS IMPORTANT TO THEM – A NEW WAY OF CONNECTING WITH PEOPLE”**

Jo Lewis-Middleton, Service Manager Rotherham Community Based Services



Service Users drumming with BeatLife in Liverpool

# EXPANDING HORIZONS IN CREATIVE ARTS

## '1 in 4'

The '1 in 4' installation was inspired by Antony Gormley's 'Field', and through 360 clay figures dramatically highlights the fact that one in four people will suffer from a mental health problem at some stage in their life.

Created by RF Service Users, the installation was launched at the Unity Theatre 'Branded' event in Liverpool, and was subsequently showcased at RF receptions and events around the country.

The challenging symbol of the blue '1 in 4' was developed further in the 'Blue Horizons' animation project.



## 'Blue Horizons'

'Blue Horizons' was the first project developed by RF's new Creative Arts Programme. The programme aims to further Service Users' recovery through creative arts projects, and to raise awareness and understanding around mental health, wellbeing and stigma.

Through five short stories, the 20 minute animation explores the social and economic exclusion experienced by five people with mental health problems, and the positive impact of social and economic inclusion on their recovery.

32 RF Service Users were involved in the creation of the animation and the outtakes, helping them to develop new skills as well as increasing their confidence and self esteem. Hope Street Harmonies, a Liverpool based choir, performed and recorded an original song for the animation.

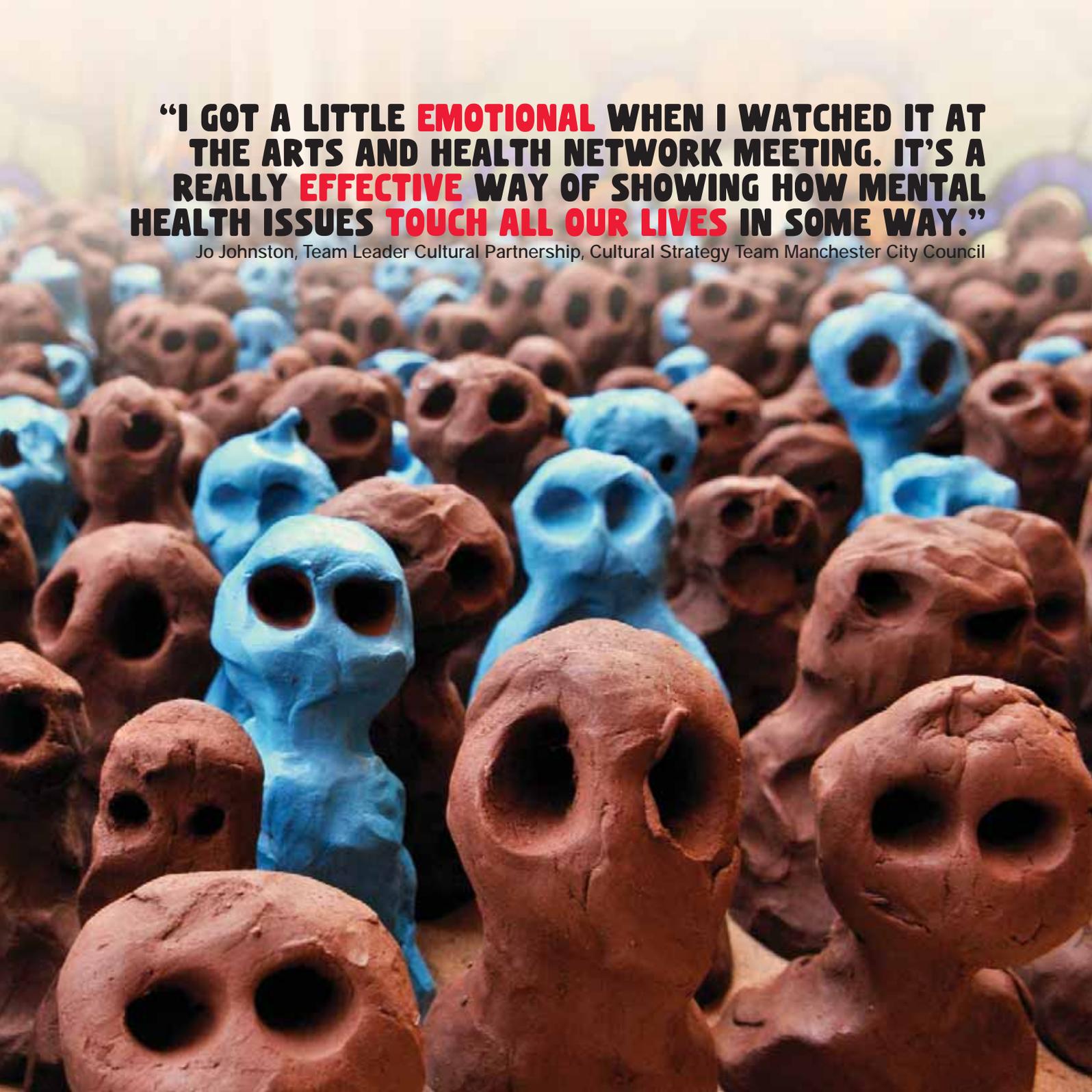
It was showcased on BBC Big Screens in Manchester, Middlesbrough and Derby to coincide with World Mental Health Day in October.

'Blue Horizons' was supported by 5 Boroughs Partnership NHS Foundation Trust and RF's Creative Arts Programme.

1 in 4 installation highlighting the fact that one in four people will suffer from a mental health problem at some stage in their life. This was inspired by Antony Gormley's 'Field' and created by RF Service Users.

**“I GOT A LITTLE **EMOTIONAL** WHEN I WATCHED IT AT THE ARTS AND HEALTH NETWORK MEETING. IT’S A REALLY **EFFECTIVE** WAY OF SHOWING HOW MENTAL HEALTH ISSUES **TOUCH ALL OUR LIVES** IN SOME WAY.”**

Jo Johnston, Team Leader Cultural Partnership, Cultural Strategy Team Manchester City Council



## EMBRACING NEW CONNECTIONS SERVICE USERS' EXPANDING HORIZONS

**“I ONCE WALKED AROUND WITH MY HEAD DOWN  
– NOW I HOLD MY HEAD UP HIGH”**

Steve O'Driscoll

**“RF SAVED ME FROM MY ILLNESS AND SHOWED ME  
I COULD MANAGE IT AND LIVE A FULFILLED LIFE”**

Anon

**“I WAS GOING UP THE WALL WITH NOTHING TO DO.  
RF REALLY HELPED ME AND GAVE ME A PURPOSE”**

Lynne Firmager

## 228 NEW STAFF JOIN RF

10 new people joined Head Office, including four Staff in the new Performance and Quality Directorate

78 people joined in the North, 71 in the South, and 69 in Thames

## RF EXPANDS ACROSS THE COUNTRY

In the North, RF opened Services in Darlington and South Staffordshire

In the South, in Southampton and East Sussex

In Thames, in Northampton, Redbridge and Hammersmith and Fulham

With these new Services RF is providing support to over 150 Clients



Elsa Surridge, Support Worker  
RF Horsham Community Based Service, makes  
connections at the House of Lords reception

# ACHIEVEMENTS ACROSS THE COUNTRY

## SOME HIGHLIGHTS FROM SERVICES

RF TWIGS, (Therapeutic Work in Gardening in Swindon), provides creative occupational opportunities to encourage the restoration of mental wellbeing via the therapeutic medium of horticulture and associated crafts. The Lord Lieutenant of Wiltshire was so impressed with the work in the gardens he recommended that the Service Manager and partner be invited to a Buckingham Palace garden party. As a winter activity and to celebrate RF's 50<sup>th</sup> Anniversary the creation of 50 red figures from recycled paper pulp both amused and challenged 50 Service Users at TWIGS. The figures were then placed around the Community Garden site in Swindon to surprise and delight the visiting public.

RF Windsor Road Care Home with Nursing in Lancashire maintained its 'Excellent' status from the CQC inspection during the year, and also attained the 'Enabling Environment Award', a new initiative from the Royal College of Psychiatry.

RF Cheshire Supported Housing Service received 'A' status in its Supporting People review.

A Client of RF Wirral Employment Service achieved 'Learner of the Year' award from the Learning Skills Council.

All RF Areas were invited to submit bids to fund new initiatives around four topical challenges. N2 won 'Raising RF's profile' with a highly professional 'Mood Food' recipe book, and East Dorset Community Services and Cambridge Employment Service were joint winners for 'Reducing our carbon footprint'. N4 won for both 'Making Health and Safety Fun' and also 'Wellbeing in the Workplace', where RF Staff and Service Users trained to become volunteer health walk leaders.

**“THIS MAGICAL PHOTOGRAPH WAS BORN FROM THE COLLABORATION OF A VERY TALENTED SERVICE USER AND HIS PHOTOGRAPHER FRIEND – WE ALL LOVE IT!”**

Alan Holland, Service Manager RF TWIGS



Red figures enjoying the RF TWIGS gardens



# BRAND IDENTITY GOES BEYOND INDUSTRY NORMS COMMENDED IN THIRD SECTOR EXCELLENCE AWARDS

RF's vibrant new identity, created via extensive consultation with Service Users, Staff and key stakeholders, received a ringing endorsement from its peer group at the Third Sector Excellence Awards in September – in the category 'Brand Development' RF was awarded 'highly commended' second place.

The re-brand has given Services a new sense of purpose and energy, and renewed confidence in knowing they are part of a forward looking national organisation with a strong and distinctive identity.

**“HEALTHY REBRAND  
RADIATES POSITIVITY”**

Third Sector Brand Report headline

**ThirdSector**  
Excellence Awards



# NEW PARTNERSHIP EXPANDS HORIZONS IN 2011

## 2CARE TO JOIN RF GROUP

In line with RF's commitment to growth within the specialist mental health sector 2Care, the charity supporting people with complex mental health needs, is to join the RF Group in early 2011.

This will add mental health rehabilitation and recovery services at five centres across the country, plus a specialist dementia service in London to RF's existing portfolio of 174 Services in England.



**“2CARE AND RICHMOND FELLOWSHIP SHARE CORE BELIEFS AND VALUES AND A COMMITMENT TO PLACING THE PEOPLE WHO USE OUR SERVICES AT THE HEART OF EVERYTHING WE DO”**

John Gatward, Chair Richmond Fellowship  
Brian Glicksman, Chair 2Care

# ANNUAL ACCOUNTS AND STAFF STATISTICS 2010

This year has seen Richmond Fellowship (RF) driving forward its strategy of sustained growth and increased efficiencies. We have supported 6842 individuals, an increase on last year.

We have recorded positive outcomes with 81% of people moving on from our accommodation based Services, and 73% of people using our Floating Support and Community Based Services no longer needing our support. 72% of people who used our Employment Services and Retain have moved into employment, training or further education.

To deliver our range of high quality services successfully we rely on a highly skilled workforce of 860 people, who take advantage of the many opportunities we offer to develop themselves both professionally and vocationally.

For the financial year ended 31st March 2010 RF achieved a net surplus above budget representing 6% of total income. As with last year the level of attrition on existing contracts was minimal however there is increasing pressure to reduce the price when re-tendering in order to protect our business. In this year we have used reserves to invest in our back office infrastructure, particularly in IT, and establishing a new Performance and Quality directorate. In addition, there has been investment in developing new models of service around personalisation. The external market remains challenging and this will continue in light of the expected budget cuts, thus emphasising the need to deliver efficiencies without compromising on service delivery.

RF remains in a sound financial position with a strong balance sheet and healthy cash reserves. The latest five year plan confirms RF's financial viability over this period.

## STAFFING STATISTICS

2009/10

We employ 860 Staff

## ETHNIC ORIGIN

White	81.27%
Mixed	1.6%
Asian or Asian British	2.67%
Black or Black British	8.84%
Chinese or other Ethnic Group	4.42%

## GENDER

Male	30%
Female	70%

## AGE

Under 25	3.72%
25 – 34	24.3%
35 – 44	25.11%
45 – 54	27.67%
55 – 64	17.79%
65+	1.4%

## DISABILITY (Self-declared)

Disabled	1.16%
History of mental health or addiction problems	7.9%

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**

<b>SERVICE STATISTICS</b>	<b>2009/10</b>	<b>2008/09</b>
Number of people using RF Services	6842	6355
Men	3766	3471
Women	3076	2884
<b>Ethnicity</b>		
BME	555	866
White	6153	5469
Did not respond/refused	134	20
<b>OUTCOMES 2009/10</b>		
People recording a positive outcome*		% of people who left the Service
Employment Services and Retain	1172	72%
Accommodation Based Services	178	81%
Floating Support and Community Based Services	533	73%
<b>CATEGORIES OF SERVICE</b>	<b>2009/10</b>	
Supported Housing	44	
24 hr Supported Housing	19	
Floating/Visiting Support	44	
Community Based Service	29	
Care Home with Nursing	2	
Registered Care Home	5	
Employment Services and Retain	31	
<b>GROUP INCOME</b>	<b>2009/10</b>	<b>2008/09</b>
	£000's	£000's
Income	32,468	30,457
Expenditure	31,460	28,971
<b>BALANCE SHEET</b>		
Fixed Assets	6,382	4,921
Current Assets	19,626	21,021
Current Liabilities	3,967	5,739
Liabilities over 1 year	610	344
<b>Total Assets less Liabilities</b>	<b>21,431</b>	<b>19,859</b>
Capital and Reserves	21,431	19,859

\* 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 MBC  
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 County 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  
Northumberland County Council  
Peterborough City Council  
Portsmouth City Council  
Redcar & Cleveland MBC  
Rotherham MBC  
Royal Borough of Kensington & Chelsea  
Sheffield County Council  
Southampton City Council  
Southend Borough Council  
South Staffordshire 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  
York City Council

## **NHS**

NHS Ashton, Leigh & Wigan  
Barnet PCT  
Barnet, Enfield and Haringey Mental Health Trust  
Bedfordshire PCT  
NHS Blackpool  
NHS Brent  
Buckinghamshire PCT  
NHS Calderdale  
NHS Cambridgeshire  
Cambridgeshire and Peterborough  
NHS Foundation Trust  
Central and Eastern Cheshire PCT  
Cheshire PCT  
NHS County Durham  
Enfield PCT  
Hampshire PCT  
Hounslow PCT  
Kirklees PCT  
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  
Peterborough PCT  
Redbridge PCT  
South East Essex PCT  
South Staffordshire PCT  
South West Essex PCT  
South West London & St Georges NHS Trust  
NHS Stoke on Trent  
NHS West Sussex  
Surrey PCT  
Swindon PCT  
Waltham Forest PCT  
Wirral & East Cheshire PCT  
Wiltshire NHS

## **OTHER FUNDING**

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



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