

RECOVERY  
FOCUS



INSPIRING  
INDIVIDUAL  
RECOVERY  
NATIONWIDE

The title is rendered in large, white, outlined, sans-serif capital letters. Four colorful stick figures are integrated with the text: a blue figure on the top of the first 'I' in 'INSPIRING', a yellow figure on the top of the 'V' in 'INDIVIDUAL', a pink figure on the top of the 'Y' in 'RECOVERY', and an orange figure on the bottom of the 'N' in 'NATIONWIDE'. Each figure has small motion lines around it, suggesting movement.

ANNUAL REVIEW 2015

# GETTING THE MOST OUT OF WORKING TOGETHER

WELCOME FROM OUR CHAIR AND CHIEF EXECUTIVE

**The past year has been an exciting one for our new group of not-for-profit organisations as we really start to focus on how we get the most out of working together to achieve our collective ambitions.**

And to reflect this we've officially launched our group with a name and identity – **Recovery Focus**. We think we've created a really impactful brand that gives us the clarity and confidence to go out and talk about who we are, what we stand for and our vision to inspire individual recovery nationwide.

We've come together as Recovery Focus because we believe that collectively we'll be able to offer a wider range of services and develop more innovative ways of providing support to people experiencing mental health and substance misuse issues. And so we're really pleased that in April 2015 Midlands-based substance misuse support charity Aquarius became a partner, strengthening our expertise in this area.

Together we're all passionate about being socially inclusive, person-centred, and recovery focused. One of our key founding principles is that we work as equal partners with the people who use our services to design, plan and provide support together. These shared values will help us be more responsive and effective in meeting the changing needs of the diverse communities we serve.

The external economic climate and contracting environment continue to be tough but we're confident that operating as a group will help us weather these turbulent times. It offers us opportunities to make efficiency savings and streamline our processes, allowing us to focus more investment in our frontline activity to continue supporting thousands of people on their recovery journeys every year.



*Peter Corley*  
**PETER CORLEY**  
GROUP CHAIR

*Derek Caren*  
**DEREK CAREN**  
GROUP CHIEF EXECUTIVE

# THE RECOVERY FOCUS PARTNERS

**AT RECOVERY FOCUS OUR PHILOSOPHY IS TO BRING TOGETHER OUTSTANDING ORGANISATIONS SO THAT COLLECTIVELY WE'RE STRONGER AND IN A BETTER POSITION TO INSPIRE INDIVIDUAL RECOVERY NATIONWIDE.**

**Between us we've a track record of more than 200 years of developing and running personalised services that work with people with mental health, substance misuse and other complex needs to achieve their ambitions.**

Each partner organisation has its own rich history of success but together we believe we can lead the way in evidence-based recovery pathways tailored to meet local needs.

**Richmond Fellowship** - a specialist provider of mental health services which has pioneered and practised its belief in social inclusion and recovery for more than 55 years. It's now one of the biggest voluntary sector providers of mental health services in England, offering a wide range of housing, care, employment and community support.

**2Care** - a charity specialising in providing mental health rehabilitation and recovery for individuals with high complex needs. For 85 years its unique, phased model has been shown to work with people who have struggled to thrive elsewhere.

**CAN** - a Northamptonshire-based substance misuse support charity. It's been helping people with drug, alcohol and homelessness issues for more than 40 years and has a strong track record of developing innovative partnerships with local NHS trusts.

**Croftlands Trust** - a Cumbria-based mental health support charity which has been providing residential and community-based services for 30 years.

**My Time** - a specialist in developing community-based, culturally sensitive models of supporting people with mental health problems with services in Birmingham and the Isle of Wight.

**Aquarius** - a research-based charity set up in 1977 to develop new and effective interventions for people with alcohol problems which has since gone on to provide services for people with drug and gambling issues as well.

**TOGETHER WE PROVIDE A RANGE OF MENTAL HEALTH AND SUBSTANCE MISUSE SUPPORT SERVICES ACROSS ENGLAND. OUR SERVICES HELP YOUNG PEOPLE THROUGH TO OLDER ADULTS:**

**Residential care** - Our care homes and 24hr supported housing schemes provide round the clock support for individuals, often as a step down from a stay in hospital.

**Supported living** - Our supported housing schemes help people develop their independent living skills in their own homes.

**Crisis support** - Our innovative community-based models support people in crisis, as an alternative place of safety to police custody or instead of having to be admitted to hospital.

**Employment support** - We help people to stay in or return to paid employment, voluntary work or training and provide advice to employers about improving workplace wellbeing.

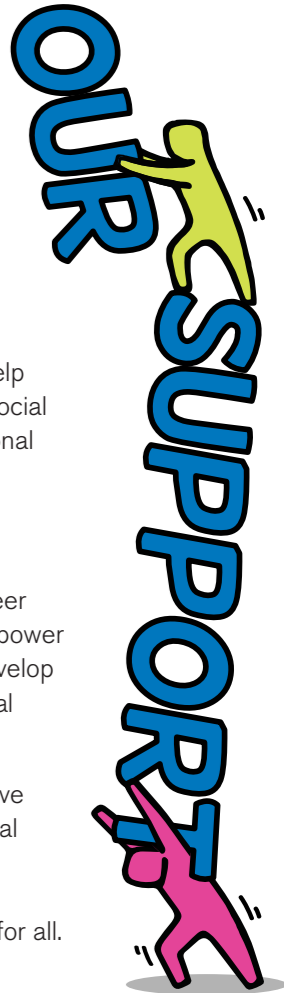
**Treatment services** - We offer specialist support for those with complex needs and addictive behaviours, through tailored assessment and comprehensive care planning.

**Preventative services** - We offer advice, training, consultancy and workplace support to a range of external clients, positively changing attitudes and behaviours.

**Community-based support** - We help people challenge stigma, overcome social isolation, gain confidence, build personal resilience, access social networks and engage in everyday mainstream opportunities.

**Peer support networks** - We use peer supporters as an effective way to empower people to manage their wellbeing, develop a belief that they can achieve personal goals and advocate for themselves.

**Carer and family support** - A positive recovery is not just about the individual and we work holistically with families, carers, and people's broader social networks to achieve good outcomes for all.



**AT RECOVERY FOCUS ONE OF OUR FOUNDING PRINCIPLES IS THAT WE WORK AS EQUAL PARTNERS WITH THE PEOPLE WHO USE OUR SERVICES TO DESIGN, PLAN AND PROVIDE SUPPORT TOGETHER.**

**EVERY PERSON IS UNIQUE AND BY FOCUSING ON INDIVIDUALS HOLISTICALLY RATHER THAN ON DIAGNOSTIC LABELS OR CLINICAL NEEDS WE CAN RESPOND TO OUR DIVERSE COMMUNITIES AND ENABLE PEOPLE TO REBUILD THEIR LIVES.**

**BY SHARING DECISION-MAKING AND HAVING OPEN DISCUSSIONS WE CAN BETTER UNDERSTAND WHAT'S IMPORTANT TO PEOPLE AND WORK TOGETHER TO PRIORITISE THIS AT AN INDIVIDUAL LEVEL, IN OUR LOCAL SERVICES AND IN THE WAY WE RUN OUR ORGANISATIONS.**

During 2015 we staged a 'Big Conversation' to discuss how we could work better together to make sure people using our services are at the heart of everything we do. The results of this have helped to shape our group-wide strategy which aims to:

- Give individuals more control over what their support focuses on and to be able to access and write their support plan in their own style.
- Empower people to make decisions about the activities that happen at their local service and to help to organise and run these.
- Ensure people using our services are represented in a meaningful way at the top level of our organisations, and can help us to recruit and train staff, improve our processes and policies and develop our services.
- Work with people to raise awareness about mental health and substance misuse issues in local communities, particularly with employers, and to challenge stigma through campaigns and political discussions.

We've developed a charter to publicise our commitment to this way of working.

The main points are:

- We work together to make sure people benefit from our services
- We make decisions together
- We enable people to use and develop their skills and social networks
- We work together to keep improving our services
- We respect each other and our environment

**WORKING TOGETHER**



# EXPERT PARTNERS IN

**We recognise we're often only one part of someone's recovery journey so we liaise closely with those agencies who may already be working with an individual to ensure a smooth transition into and out of our services.**

We proactively pursue opportunities to work with other like-minded organisations to create more integrated packages of support to achieve better outcomes for individuals. We continue to develop collaborative partnerships with local authorities, the NHS, police, prison and probation services, other voluntary sector providers, housing associations and academic institutions.

Through these partnerships we're able to innovate and develop our services in response to changing needs and expectations. We're creating a strong evidence-base to demonstrate the effectiveness of our models of support so these can be scaled up and rolled out in other communities.



# NATIONWIDE RECOVERY

**Some of our more recent service developments are summarised here and more detail is available on the postcards which accompany this review - click on the titles below...**

**Developing an alternative place of safety for people experiencing a crisis** – Richmond Fellowship was the first voluntary sector provider to work with the Home Office, local police and NHS to provide an alternative to a police cell for someone in a crisis to be brought to for assessment.

**Challenging stigma through a social café** – Richmond Fellowship takes a social enterprise approach to running a café which provides a positive environment in which to tackle social exclusion and stigma and creates employment and training opportunities.

**Helping people back to work in a supportive way** – Richmond Fellowship has been recognised nationally for its expertise and experience in helping people with mental health problems back into work in a supportive and sustainable way.

**Protecting teenagers from sexual exploitation** – CAN employs a specialist complex needs worker to provide extra support for vulnerable young people and their families against the risk of sexual exploitation.

**Educating your way to recovery** – Croftlands Trust has set up a recovery college to offer educational programmes to support students to share their mental health experiences and discover new ways to manage the challenges they face.

**Tackling domestic violence through innovative perpetrator programme** – My Time works with men to change their abusive behaviour through their innovative programme, accredited by Respect.

**Supporting people with alcohol related liver disease at the end of their life** – Aquarius was awarded Cabinet Office funding to develop a volunteer programme to support individuals affected by alcohol related liver disease, an issue often overlooked by mainstream services.

For more of our success stories visit: [recoveryfocus.org.uk](https://recoveryfocus.org.uk)

# HOW WE'RE RUN

Some of the partners of Recovery Focus remain separate legal entities in their own right but together we operate under a group structure with a group Board and committees. The purpose of our group Board is to lead, direct, monitor and control the activities across all the partners so that our collective objectives can be achieved.

## NON-EXECUTIVE DIRECTORS

**Peter Corley**  
Group chair

**Geoffrey Bland**  
Non-executive director  
and chair of Croftlands Trust

**David Brindle**  
Non-executive director  
and chair of 2Care

**Barbara Deacon-Hedges**  
Non-executive director

**Tansi Harper**  
Non-executive director  
and chair of CAN

**Stephanie De La Haye**  
Non-executive director

**Dr Michael Holland**  
Non-executive director

**David Millard**  
Non-executive director  
and chair of Aquarius

**Peter Molyneux**  
Non-executive director

**Alan Powell**  
Non-executive director

## EXECUTIVE DIRECTORS

**Derek Caren**  
Group chief executive

**Raj Lakhani**  
Group director of finance  
and deputy chief executive

**Grazina Berry**  
Group director of performance,  
quality and innovation

**Angela Williams**  
Group director of people  
and organisation development

**Mary Wishart**  
Group director  
of business development

# GROUP INCOME AND EXPENDITURE FOR 2014/15

<b>RECOVERY FOCUS</b>	Richmond Fellowship + 2Care	Other partners	Group Total
Turnover	£34.7m	£12.1m	£46.8m
Operating costs	£34m	£12.5m	£46.5m
Operating surplus	-	-	£0.3m

## GROUP CHARITABLE INCOME

As partner organisations are charities in their own right they benefit from donations and other similar income.

In 2014/15 across the group this totalled **£571,000** broken down as:

Legacies:	£476,000
Charitable Trust grants:	£69,000
Donations:	£26,000

## TOTAL BALANCE SHEET FOR ALL GROUP PARTNERS 2014/15

	£m
Fixed assets	12.1
Current assets (excluding cash & investments)	4.9
Cash & investments	23
Current liabilities	(4.3)
Liabilities over one year	(0)
<b>Total Assets less Liabilities</b>	<b>35.7</b>
Capital & Reserves	35.7



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# Keeping people experiencing a crisis out of police cells

Reducing the use of custody cells for vulnerable people in a mental health crisis detained under section 136 of the Mental Health Act is one of the Government's key priorities.

Richmond Fellowship worked with the Home Office to trial an alternative place of safety in one of our supported housing schemes in Sussex. It is the first time a voluntary sector provider has worked in partnership with the NHS and police to offer this type of service.

We provide a safe and secure room over the weekend periods that individuals can be brought to by the police or ambulance service. Our experienced recovery workers provide round the clock support until the individual is assessed, transferred to a health-based place of safety or had other suitable arrangements made for their ongoing care or treatment.

During the initial 12 week trial period, more than half of individuals we saw had been detained because they'd expressed intentions to commit suicide or self-harm as well as alcohol or substance misuse issues. However, none of them went on to require a hospital admission and all were discharged home with ongoing GP or community mental health support as required.

Feedback from those we helped said they felt listened to and understood by our staff, that they were supported and given space to talk and that their stay had a positive impact on their wellbeing. One individual said: "This has been really helpful and made me see my issues I need to address."

An independent evaluation found that our recovery-focused support coupled with our collaborative approach to working with partners and robust protocols for managing risk resulted in positive outcomes for those individuals we helped, in a cost effective way.

Home Secretary Theresa May said: "This pilot scheme is proof that alternative places of safety, provided by charities or community groups, can make a genuine difference alongside traditional health-based models, and provide the safe environment and round the clock support that vulnerable people suffering from mental health issues require."

Our scheme was shortlisted in the 3rd Sector Care Awards 2015.

THE 3RD SECTOR CARE  
AWARDS 2015 

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# Making a cuppa and challenging stigma

**We see social enterprise models as great ways of creating social value in the communities we serve by providing a positive environment in which to tackle social exclusion and stigma and create employment and training opportunities.**

Richmond Fellowship has launched Sparky's, a pioneering social café in a new NHS mental health hospital in Blackpool, to provide quality and affordable food and drink as well as information and guidance for people about good mental wellbeing. A second Sparky's café is due to open in Guildford in 2016.

Through Sparky's we work to tackle mental health stigma and provide opportunities for people living with mental health problems to gain the confidence and skills to return to work through volunteering and apprenticeships.

In the short time we've been running Sparky's we've already made a huge difference to the lives of the people who've volunteered or taken an apprenticeship with us, with some moving on to full time paid positions. Our innovative approach has already received wider recognition after we scooped top prize in our category at the NHS in the North West Excellence in Supply Awards 2015.

Blackpool resident Lee first came to Sparky's following treatment for his mental health problems. With a background in the food industry he took to his role at Sparky's with ease and has now moved on to full time employment at a respected local hotel.

He said: "When I first came to Sparky's I was low on confidence and struggling to move past my mental health problems and the effect this had had on me. From my first day everyone was warm and welcoming. I was never judged and was given the time to gain my confidence back and the freedom to rediscover my love of the kitchen."



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# Helping people back to work in a supportive way

**We recognise that getting back into meaningful work, whether that's paid employment, training or volunteering, is often a crucial part of somebody's recovery journey. But we also know that for someone to succeed they need to be properly supported, it needs to be the right opportunity and we need to work with employers to ensure it's sustainable.**

Richmond Fellowship's expertise in helping people with mental health problems back into work in a supportive and sustainable way was recognised nationally when our East Surrey service won the ERSA Employability Award 2015 for Supply Chain Partner of the Year, presented by the minister of state for employment, Priti Patel.

Our East Surrey team was nominated by G4S for working in partnership with them to provide the Work Programme locally and was recognised as 'the best performing subcontractor across all G4S Work Programme delivery.'

The judges said: "Richmond Fellowship has developed an in-work support system which understands that people's problems do not go away once they find employment. As a result, over 70% of those who find a job keep their job. Due to its high performance the team took over all referrals in Redhill from November 2014, replacing a much larger provider. Despite doubling caseloads, the team has increased engagement with every new customer and maintained its previous level of performance."

East Surrey locality manager Olive Aherne said: "The people we support are highly motivated and hard-working individuals who may have been out of work for some time and are delighted with the opportunity to develop and prove themselves to an employer. For employers, hiring individuals we're supporting brings additional skills and creates a workforce that better reflects the diverse community they serve."

**"RICHMOND FELLOWSHIP HAS DEVELOPED AN IN-WORK SUPPORT SYSTEM WHICH UNDERSTANDS THAT PEOPLE'S PROBLEMS DO NOT GO AWAY ONCE THEY FIND EMPLOYMENT."**

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# Protecting teenagers from sexual exploitation

**Vulnerable young people are receiving a greater level of support against sexual exploitation after CAN received a £100,000 grant to help combat the problem.**

We already run services for young people across Bedfordshire and thanks to the grant from The Harpur Trust, we'll be able to enhance the work we do with 12-18 year olds who're at risk of sexual exploitation.

Local service manager Mel Lowe said: "Child sexual exploitation is a problem that has come to prominence following several much-publicised cases nationwide. We want to ensure that any young person at risk gets the best support possible. This work will help build stronger families and communities in Bedford."

A national inquiry set up by the Children's Commissioner for England in 2013 found that 2,409 children were known to be victims of sexual exploitation and identified a further 16,500 children and young people as being at risk. However, it's widely accepted that the true figure is even higher.

We're using the grant to fund a specialist complex needs worker to support young people and their families in Bedford for the next three years.

Lucy Bardner, grants manager for The Harpur Trust, said: "We're pleased to support CAN's work tackling very complex issues affecting our most vulnerable young people. We hope that over the course of this grant we'll all learn much more about child sexual exploitation in Bedford and the most effective ways of building resilience in young people so that they don't fall victim to this disturbing crime."

**"WE WANT TO ENSURE THAT ANY YOUNG PERSON AT RISK GETS THE BEST SUPPORT POSSIBLE. THIS WORK WILL HELP BUILD STRONGER FAMILIES AND COMMUNITIES IN BEDFORD."**

**Mel Lowe - local service manager**

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# Educating your way to recovery

**Recovery colleges are set up to offer educational programmes to support students in sharing their mental health experiences, identifying their own strengths and discovering new and innovative ways of managing the challenges they face.**

Croftlands Trust has received funding to develop a recovery college to support people living in Carlisle and the rural locality of Eden. Key to the way we run the college is that educational sessions are designed and delivered by individuals with experience of mental health problems themselves together with those who have professional mental health or wellbeing knowledge. This fosters effective learning partnerships and breaks down barriers between those using services and those providing services. We also offer opportunities for people to access peer support or to become a peer volunteer.

In the college's first five months we welcomed 70 people through our doors. One of those who's already benefited from one of our 12 week courses is Beryl.

Beryl was referred to the college by her community mental health team. She has been consistently involved with mental health services for more than 20 years and had several stays in hospital. She also had issues surrounding alcohol consumption and a previous abusive relationship.

She joined the college to learn how to manage her triggers and escalations more effectively and to build up her confidence to socialise with others instead of isolating herself. She said: "As I began to understand myself and my condition more my anxieties decreased gradually and my self-confidence grew. I did experience wobbles during my time at the recovery college but persevered through to graduation."



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# Breaking the cycle of domestic violence

**Domestic violence continues to be a major issue in our society - on average two women a week are killed by a male partner or former partner. The impact of domestic abuse is far reaching and can have long term devastating effects on all touched by it.**

But with the appropriate input and support, families can achieve recovery and actively pursue healthy relationships and model them to their children. My Time has established an innovative domestic violence perpetrator programme which works with men to change their abusive behaviour. We run a 30 session rolling programme which has been accredited by Respect alongside an integrated support service for current or ex-partners.

Our two specialist domestic violence counsellors use cognitive behavioural therapeutic techniques to challenge negative distortions and patterns of abusive behaviour as well as group therapy. Individuals are assessed for their suitability to join the programme and willingness to engage in changing their behaviour and robust risk and case management are in place to safeguard any victims and children.

Since 2011 the programme has supported 73 families, involving a total of 151 children. For those participating we've seen a reduction in the child protection status in 60% of cases.

One of those who's gone through the programme said: "When I first started I was in denial about past experiences but this has helped me a lot. It's opened my eyes to my previous mistakes and what I should have done differently. It's taught me different techniques and I feel more comfortable that I can deal with situations better now. If things get to me rather than stay there arguing I take myself away to reflect on things, I don't snap."

**FOR THOSE PARTICIPATING  
WE'VE SEEN A REDUCTION  
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STATUS IN 60% OF CASES.**

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# Supporting people with alcohol related liver disease at the end of their life

**Aquarius was awarded Cabinet Office funding to develop an end of life care service for people with alcohol related liver disease.**

Liver disease is the fifth biggest killer in Britain and the only major cause of death still increasing year on year. But often people with alcohol related liver disease are not viewed as needing end of life care, with the focus being on supporting the person to become and remain abstinent rather than addressing their wider needs.

Over the last year we've provided advice, support and befriending services for individuals and their families, working across Birmingham and Solihull through a team of well trained and supervised volunteers.

Vicky Lindsay, senior practitioner who manages the project, said: "We focus on the social aspect of end of life support, in recognition that compassionate care cannot just be the responsibility of health and social care professionals alone, and requires a response from the wider community.

"We also aim to demonstrate that volunteers can improve the experience of people at the end of life, and their families, by reducing isolation, meeting emotional needs and maintaining a sense of connectedness to the community."

Volunteers have been trained and supported to provide a befriending service which includes home visits, emotional support, peer support, practical support such as doing the gardening, enhancing family and friends' networks, signposting to services, raising concerns and bereavement support.

Aquarius was one of only seven organisations nationwide to receive a grant from the Social Action End of Life Fund to run the project. At the time of awarding the grant, Minister for Civil Society Rob Wilson said: "Often medical appointments, care needs and financial considerations can obscure the emotional needs that people face at the end of their lives. These projects are great examples of how we can use volunteers within communities to make sure that nobody feels alone or unsupported."

**"WE AIM TO DEMONSTRATE THAT VOLUNTEERS CAN IMPROVE THE EXPERIENCE OF PEOPLE AT THE END OF LIFE, AND THEIR FAMILIES."**

**Vicky Lindsay - senior practitioner**

## **CONTACT US**

If you need this review in alternative formats such as a different language, large print or easy read then contact our communications team on:  
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