LITTLE THINGS MAKE BIG THINGS HAPPEN

CELEBRATING SUCCESS IN A CHALLENGING ENVIRONMENT

RF ANNUAL REVIEW 2012

RICHMOND FELLOWSHIP
MAKING RECOVERY REALITY

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'OUR MISSION IS:

MAKING RECOVERY REALITY

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CREATING OUR FUTURE... STEP BY STEP!

Since taking up post at the beginning of August as Richmond Fellowship's new CEO, I have focused on visiting our services up and down the country. I have seen an impressive range of services, along a spectrum of provision, spent time with dedicated and highly motivated staff and colleagues, and had conversations with people who use our services.

We clearly have differing geographical clusters and spans of services like many national service organisations, and each brings its own unique set of local requirements. But what unites Richmond Fellowship the national organisation is the extraordinary commitment and quality of its staff, each individual's belief in Making Recovery Reality for the people we support on every step of their journey.

I am reminded of what Anita Roddick said: "To succeed you have to believe in something with such a passion that it becomes a reality. If you think you're too small to have an impact, try going to bed with a mosquito in the room." Our recent National Service User Satisfaction Survey tells us that 96% of respondents would recommend Richmond Fellowship to another – it doesn't come much better than that as an endorsement of the mosquito like qualities of RF staff!

This is why, despite the unprecedented challenges our sector faces, I have no doubt that Richmond Fellowship will continue to thrive. Organisations that are nimble, adaptive, willing to work in partnership and who have a history of innovation and making a difference will create their own success.

We will invest in quality services and buildings over the next few years; we have ambitious plans for growth and will continue to work closely with organisations that complement what we do to ensure we have even stronger packages and ranges of services to offer.

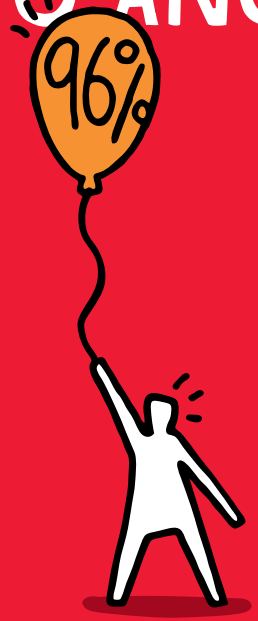
I am proud and privileged to lead Richmond Fellowship at this pivotal moment as together, we create our future. I would like to thank all members of staff, people who use our services, partners, commissioners and colleagues, and I very much look forward to working with you all to achieve our vision for people with mental health problems.

Best wishes

Derek Caren

Derek Caren
Chief Executive

OUR RECENT NATIONAL SERVICE USER SATISFACTION SURVEY INDICATES THAT 96% OF RESPONDENTS WOULD RECOMMEND RICHMOND FELLOWSHIP TO ANOTHER



SUCCESS IN A CHALLENGING ENVIRONMENT

On behalf of the Board I was delighted to welcome Derek Caren in August as Richmond Fellowship's new CEO. Since arriving in post, he has worked tirelessly, with energy and enthusiasm, to get under the skin of our organisation. We are most grateful.

Derek joins us at a time of unprecedented challenges for our sector as we struggle with the impact of a 28% cut over four years in English councils' funding from central government. But against this bleak economic backdrop RF has continued to deliver against its business plan objective to improve the quality and effectiveness of its services.

Richmond Fellowship is in a strong position to thrive in the uncertain times ahead. We have a robust balance sheet, ambitious plans for growth and the support of a truly remarkable, dedicated work force.

The Board wishes Derek and his colleagues in RF and 2Care services across the country every success as they continue to Make Recovery Reality for many thousands of people with mental health problems in England.

Peter Corley
Chair

CHALLENGES AND OPPORTUNITIES

UNPRECEDENTED CHALLENGES FACING THE SECTOR, BUT OPPORTUNITIES TOO

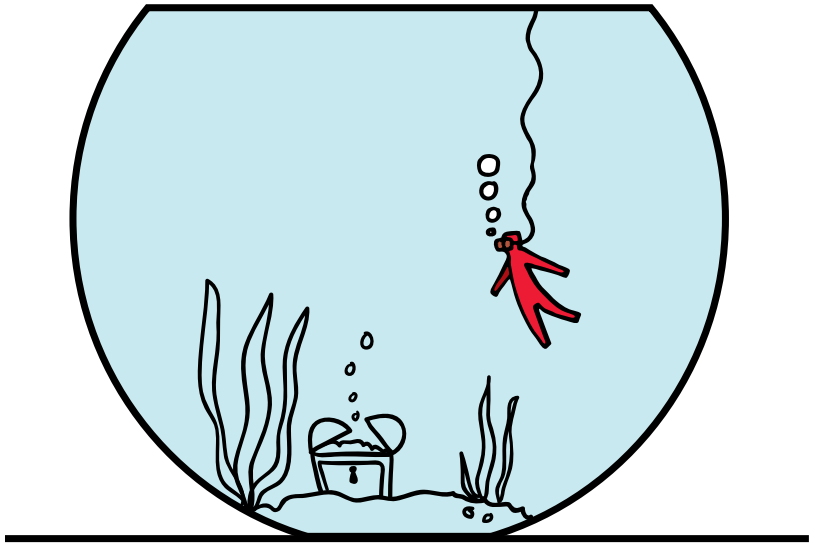
We are facing an unprecedented programme of savings by any health system anywhere in the world. The sector is struggling with the impact of a 28% cut over four years in English councils' funding from central government, and although NHS funding is frozen, because of rising demand and health price inflation it needs to save 4% every year for four years – a cumulative £20 billion.

We are seeing the consequences all around us: commissioners screwing down contract fees, then screwing them down again; withdrawal of grants; closure of day services. The National Survey of Investment in Mental Health found a 1% fall in spending on services over the past year. And we're told by the Institute for Fiscal Studies that this is just the start: more than 80% of programmed cuts and tax rises are still to come, let alone what emerges from the next spending review.

We're gearing up for welfare reforms which are striking real fear into the hearts of poverty campaigners and charities working at the 'sharp end'. There's the housing benefit cap, the cap on total household benefits, DLA's conversion into the new personal independence payment and even universal credit – a great idea in theory but the way it will work in practice is only now becoming clear.

However, we must not forget how far we've come in this country in the support and treatment of people with mental health problems. In its recent publication, 'Transforming the Delivery of Health and Social Care', the King's Fund health think tank argued that mental health had in many respects been blazing a trail for the health and social care system in terms of service transformation.

RF believes there are significant opportunities for innovation and partnership working, and we celebrate with the sector increased awareness of and inroads into the stigma surrounding mental ill-health.



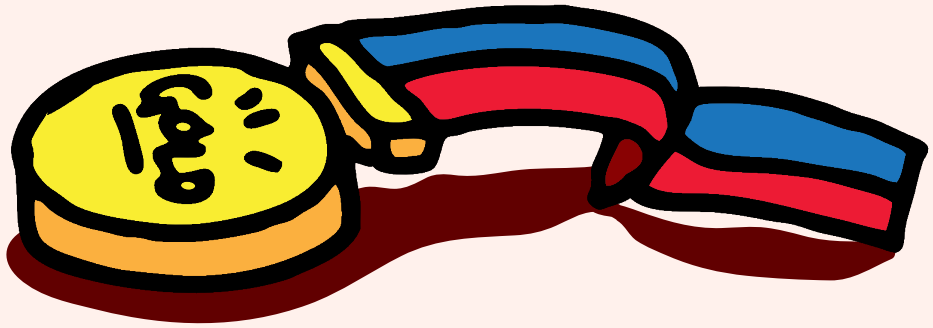
LEARNING FROM THE

"THEY'RE TINY THINGS BUT IF YOU CLUMP THEM TOGETHER IT MAKES A BIG DIFFERENCE."

Dave Brailsford, British Cycling Performance Director

As the incoming Director of Operations, in additional to my current role as Director of Performance and Quality, I took the opportunity to reflect upon this paradigm at our National Managers Meeting in October. I believe that in these incredibly tough times we must challenge ourselves to strive for 'marginal gains'. We can learn a lot from the Olympics. Dave Brailsford attributed the dominance of Team GB in cycling to the principle of marginal gains – that if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together.

So we're breaking down every aspect of our operation, pointing the mirror at ourselves and asking the question "how can we get better?" It seems to me that there are key operational and cultural attributes for success in RF that we need to build on – this is our challenge for the year ahead.



IN OUR PURSUIT OF CONTINUOUS IMPROVEMENT WE'RE

- Reducing constraining bureaucracy and learning from what our Service Manager studies tell us
- Managing efficiencies and overheads to target investment to enhance growth opportunities
- Identifying wider opportunities for digital inclusion
- Developing our recently launched service user forum to improve two-way communication
- Implementing new information systems for better service delivery and staff management
- Rolling out POD, our new People and Organisation Development Directorate, in recognition that people are our biggest asset, our staff teams sit at the heart of what we do
- Staying alert to shifts in funding systems, opportunities presented by Clinical Commissioning Groups and changes to employment legislation

OLYMPICS

THINKING OUTSIDE THE BOX IN SERVICE DELIVERY

In a changing and increasingly competitive market we are positioning ourselves to deliver our existing services in more innovative ways. We're doing this through increased use of technology, driving out any inefficiencies and thinking 'outside the box' about the range of different ways in which support can be provided.

So we've developed our service user forum, we're continuing to develop our existing model of IT Floating Support and we've evaluated our Peer Support model alongside emerging national practice. As we work with more complex needs we're increasing our use of team practice supervision and reviewing our staffing structures for different service models.

We have worked in partnership in a number of areas to deliver innovative solutions to local needs and in response to the QIPP agenda. These solutions focus on improving the pathways for service users; for example we have delivered an in-reach service in Surrey and we have two different Crisis Support models being delivered nationally. One provides housing support in conjunction with crisis support from the CMHT, and others provide a short focused intervention for crisis, respite and support planning. We are also working in a number of areas to develop step-down support from hospital.

We have just received the report of an independent review commissioned for one of our Employment Services in Knowsley. This clearly signposts the value of effective early intervention in the workplace, both in economic terms, and in terms of the quality of individual's lives. The RF Knowsley RETAIN/REGAIN service is closely aligned with current and emerging national policy in terms of positive attitudes towards mental health in the workplace.

Outcomes are available for 231 beneficiaries of the service – of these, 90% reported an increased ability to address problems/negotiate solutions at work, and 93% would recommend the service to others. Impressively, an indicative Return on Investment is judged to be £13 per £1 invested, excluding the reduction in benefit payments to those previously unemployed.

We sent a summary of the report to a wide range of stakeholders in the mental health wellbeing at work arena, including opinion formers and MPs, and are delighted by the number of people wishing to meet with us to learn more about this innovative service.

We've developed a physical health support tool, recognising the interdependence of mental and physical good health. We worked in partnership with Cheshire and Wirral Partnership NHS Foundation Trust (CWP) to produce an animated film, Take 5, encouraging people to adopt the 5 Ways to Wellbeing to improve their physical and mental wellbeing. Participants came from CWP mental health services for young people and adults, and from Kaleidoscope Collective, a group of artists recovering from or managing mental health problems.

The individual stories were screened in regular programming on the BBC Big Screen Liverpool, and most importantly service users learned new skills and increased in confidence and self-esteem.

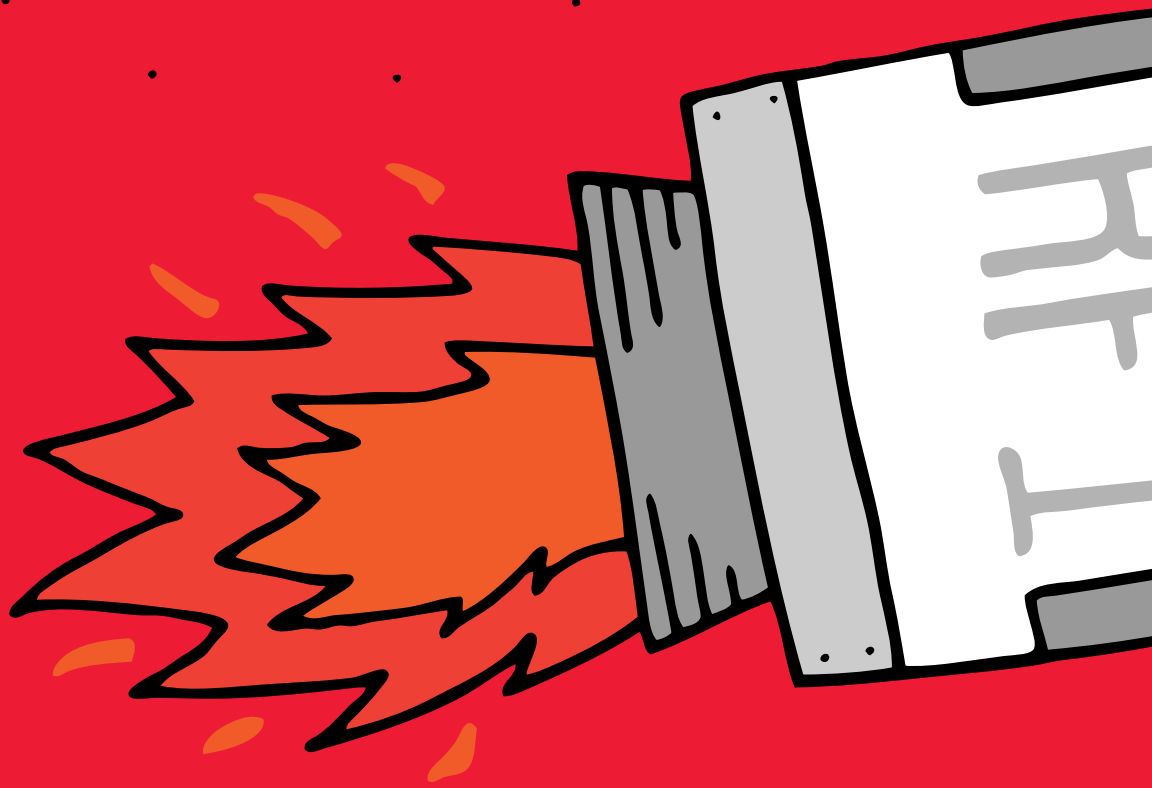
We are inspired by what our services achieve, day in, day out. Their marginal gains add up to big differences. The next few pages describe a cross section of their achievements – and we hope you'll find them inspiring too.

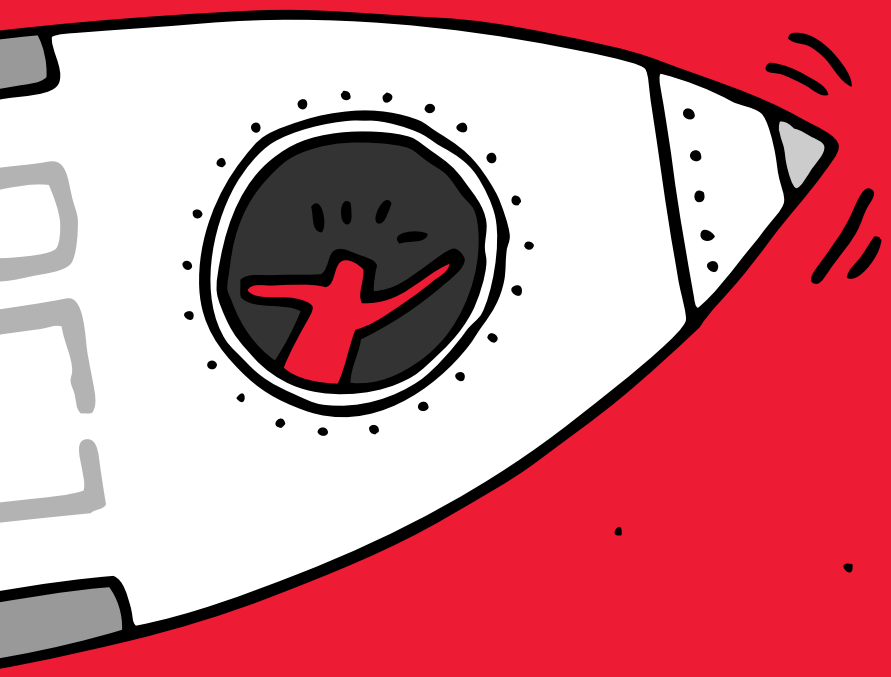
Diane French, Director of Operations, Performance and Quality

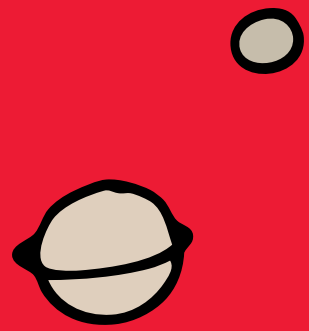
SMALL STEPS, BIG ACHIEVEMENTS

What follows is a snapshot of what staff and service users have achieved this year. Some are important from an organisational health point of view, and some are equally important individual stories of achievement. Being re-accredited against Matrix standard in September was a wonderful endorsement of the work of our Employment Services; equally important was how Simon transformed his life through taking up cycling with RF TWIGS bike scheme (and gave up smoking as a result!)

For the people who use our services and the staff who support them, day to day progress and seemingly small steps might often seem just 'business as usual'. But each day has its remarkable successes to celebrate. As a Support Worker recently put it,
"There's no one giant step that does it, it's a lot of little steps."







"THERE'S NO ONE GIANT STEP THAT DOES IT, IT'S A LOT OF LITTLE STEPS"

RF Support Worker

WELL DONE RICHMOND FELLOWSHIP!

"The logo is not just RF's iconic logo 'dude'. The figure 'Sparky' represents who we are as an organisation – we're about working in partnership, support, motivation, dedication, hard work and never giving up."

Bernie Hatch, RF Support Worker

RE-ACCREDITATION AGAINST MATRIX STANDARD

Hot off the press from the assessor's report –

"There is a commitment at all levels to providing an excellent service which meets the needs of individuals. RF Employment Services are organised along professional lines and are well set to meet the challenges ahead in the changes to clinical commissioning."

MERGER WITH 2CARE

A significant achievement has been consolidation of the successful merger with 2Care. We have built a stronger service offering through combining the synergistic strengths of both organisations and sharing best practice.

INFLUENCING THE DEBATE

RF is raising its profile and influence at a national level. In June Robert Buckland, Conservative member for South Swindon, praised the achievements of the Swindon Mindful Employer Network led by RF Wiltshire in the House of Commons. RF's CEO Derek Caren wrote to all MPs prior to the second reading of the Mental Health (Discrimination) Bill urging them to attend the House and back the bill. On 14 September RF were in the Public Gallery to witness the seminal moment for our society as Gavin Barwell's Private Members Bill passed through to committee stage.

Tony, an RF service user, summed up the feelings of everyone:

"I feel proud and privileged to have been here today. I nearly didn't come, it seemed too daunting. But I'm leaving here with my head held high, I feel they're giving us a voice."

Gavin Barwell was interviewed a few days later by service users for the next issue of No Label Required, the magazine written by RF service users for service users. It was an eye opener for everyone to hear first hand about the machinations backbenchers have to go through to get a Private Members Bill in front of the House!

WELL DONE SERVICES!

"It's about a sprinkling of grit and determination, and a flavouring of compromise and humility."

Steve Powter, RF Area Manager

OUTCOMES

RECOVERY BASED OUTCOME INDICATORS

RF led a collaboration with partners through the Mental Health Providers Forum looking at developing a simple set of recovery based outcome indicators, a gap acknowledged by all those working in the sector. We mapped just 26 of our 100+ contracts and arrived at a list of 470 individual measures we are asked to report against to Commissioners. On the basis that this must be the same for all our competitors, we then worked with a small group of them together with service users from across our organisations to see if we could find some common ground. Even a 60% overlap across Commissioners would be a giant step forward!

SERVICE REVIEWS

RF's rolling programme of Service Reviews is a winner all round. It provides a benchmark of quality reassurance to commissioners – in their words:

"Having a strong, internal review process in place offers us reassurance that providers have strong systems in place to monitor the quality of their services."

"Having an internal review process is excellent – it shows us that you're looking at quality but you're also demonstrating a different culture, you're working with us in trying to meet the needs. Even having this sort of dialogue, this conversation with commissioners as part of the review process, speaking to staff shows us that RF is willing to work with us to provide a really good service that meets our needs."

Both Staff Peer Assessors and Service User Peer Assessors are benefiting hugely from their involvement *"As a result of the process I feel I have the experience and knowledge to support other services and share good practice and give alternative thinking/solutions to any issues."*

NATIONAL SERVICE USER SATISFACTION SURVEY

"The best way to explain it is that before attending Richmond Fellowship my life was monochrome, but now it's technicolour!"

The results from the National Service User Satisfaction Survey are an extraordinary testament to RF staff.

96%
of service users would recommend RF to others

86%
agreed that RF had improved the quality of their lives

92%
said that staff treated all people with dignity and respect

SERVICE STATISTICS AND OUTCOMES 2011/12

	2011/12	
Number of people using RF services	9526	
People recording a positive outcome:*		
Employment Services and Retain	2799	(78% left the service)
Accommodation Based Services	212	(73% left the service)
Floating Support and Community Based Services	883	(64% left the service)

* 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.

CELEBRATING HARD WORK, INNOVATION AND SUCCESS AWARDS

One of the highlights of the National Managers' Meeting this year was the much anticipated Services' Awards ceremony. The judging panel were so impressed by the quality of nominations that they added an extra category, Anti Stigma, to the original list of nine. The ten award categories showcased below illustrate the range of initiatives the winning services created – a snapshot of the many brilliant examples submitted.

Check out 'Green Gurus' for a really innovative service – let's hope there isn't a drought in Northampton!

EXCELLENCE IN NETWORKING

Winner: RF Milton Keynes and Northants Repton House

For: The collaborative work RF has done with MIND and Rethink to train over 35 service users and staff in Hearing Voices, to enable the three providers to develop a Hearing Voices Group for people in Milton Keynes. The group now meets weekly, and this is what people say about it:

"Saved me from a living hell. I was a mess, just look at me now. Thank you, thank you for getting this group off the ground."

"Family and friends have seen the big changes in me. I am moving on so quick now, I want more. I can see the light at the end of the tunnel for the first time in many years."

GREEN GURUS

Winner: RF Milton Keynes and Northants William Tarry House

For: The design and build of an eco-friendly service providing 12 self-contained flats. This features solar panels on roofing, a water harvester which enables toilets to flush, eco-friendly hand towel dispensers and an allotment for fresh produce.

MOST IMPROVED SERVICE

Winner: RF Colindale Meridan and Foxlands House

For: Modernising the services to meet the changing needs of service users following the end of the initial 10 year contract, which was to provide a 'home for life' service following the closure of Napsbury Hospital. A high intensive 24hr Support Service and Step Down Service were created, resulting in a big culture shift for both staff and service users.

Commissioners have expressed the desire to see the Colindale Service heralded as a 'flagship' service.

MOST INNOVATIVE DELIVERY

Winner: RF Durham Darlington Floating Support

For: Working with a range of other agencies to provide service users who are homeless with a safe and comfortable place to sleep. Aptly named 'No Second Night Out', the service ensures that no one is forced to spend a second night sleeping in a doorway or on park benches. Through the links RF has, people can be housed in as little as eight hours with a tenancy, furniture, white goods and even a starter food package.

BEST COMMISSIONER INVOLVEMENT

Winner: RF Cheshire Chadwick Fields

For: Working with Supporting People Commissioners and Adult Social Care to fill a newly developed housing site for people with mental health problems or learning disabilities eight weeks before completion, as Supporting People and Adult Social Care were unable to reach appropriate tenants. On the back of this, additional floating support business was obtained, as well as additional Individual Budgets.

BEST SERVICE USER INVOLVEMENT

Winner: RF Chichester

For: Developing a local strategy outlining the different levels and opportunities for Service User Involvement across RF.

Anti stigma

Winner: RF Hunts and Fens Employment Service

For: Developing a range of standard and bespoke training packages for employees and managers to raise awareness of mental health issues in the workplace, with information on how to handle issues appropriately. This has been delivered to a number of national and local employers with a business plan in place for delivery going forward.

Best use of technology

Winner: RF Durham Day Service

For: Providing service users with digital cameras (purchased through fundraising) to enable them to undertake a digital animation project. The resulting digitally animated film was based around poetry the group had written, and the creative process gave people involved a real sense of pride and achievement.

Equality, diversity and social inclusion

Winner: RF Blackpool Community Development Worker

For: The excellent work done in 2011 by RF for World Mental Health Day which resulted in RF coordinating the Blackpool World Mental Health Day Events 2012. The Community Development Worker brought together over 28 community groups, other agencies and service users twice a month to chair planning meetings for the week long event.

The week was a huge success, and RF staff and service users described RF's work in Blackpool's diverse communities in interviews broadcast on BBC Radio Lancashire during the week.

The big one – project of the year

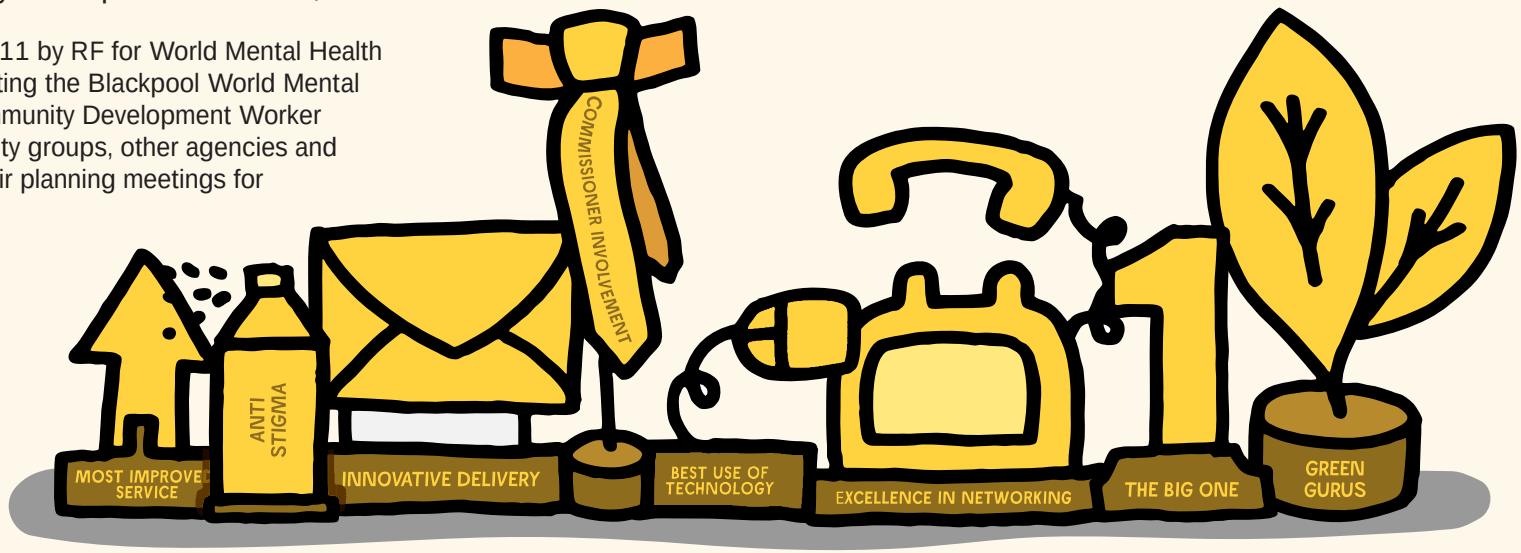
This award is for a specific aspect of work that is not necessarily part of the core delivery of the service or function, which has resulted in a positive outcome to the end customer.

Winner: RF Mid Surrey Farmfield Secure Hospital Project

For: Providing community links and employment support to prisoners who have been detained under the Mental Health Act and who are being treated for mental health issues as part of their custodial sentence in a secure unit in a remote location.

Outcomes:

- Seven referrals received in a nine month period (three for Community Links and four for Employment Support)
- Voluntary work gained at the prison hospital for three people
- External voluntary work gained for four people in local charity shops
- One work experience placement at a hairdressers
- External employment for one person



A SNAPSHOT OF WHAT SERVICE USERS ACHIEVED, IN THEIR OWN WORDS!

Those breakthrough moments...

BACK ON TRACK

Lisa, ex-client of Mid Surrey Employment Service: "I am thrilled to bits and so grateful. My Employment Advisor Stephen's upbeat approach lifted me out of a dark place and put me back on track. I was so proud to write to Jobcentre Plus and say "I was given my contract today, so please close my claim!"

I FEEL GOOD

Keith, client of RF Enfield Employment Advice Service: "Despite my illness and the problems I face, my Employment Advisor has always emphasised my strengths and made me feel that a working life will be possible again in the future. I have secured an interview and the service is supporting me through the process. I'm hoping to report that I'm back in work soon – how good will that feel?"

TIME FOR CELEBRATION

Kweeef, RF service user: "Richmond Fellowship allows me to celebrate my life with others who have had similar experiences in life. You give me strength and health, and next time we have a celebration like the Thames Festival I promise to get there on time and do more. Thank you!"

64 YEARS YOUNG

George, ex-client of RF Bletchley and Buckinghamshire Bucks Healthy Minds Employment Service: "From feeling washed up and useless, my Employment Advisor Mary gradually helped me feel more and more confident, and gave me the strength to meet with my employer and make the right decision to accept an early retirement package. I'm 64 years young and looking forward to starting my life again."

ACCEPT A CHALLENGE

Sally, service user Peer Assessor: "Being a Service User Peer Assessor I've learned that I can actually accept challenges and see them through without being terrified all the time."

ON THE ROAD AGAIN

Simon, service user at RF TWIGS (Therapeutic Work in Gardening Swindon): "On an impulse while attending one of my twice-weekly sessions at RF TWIGS I decided to use my taxi fare home as a deposit on a bike from the TWIGS bike scheme. That first journey was awful, three miles took me hours! Cycling has changed my life, since that day in September I have not looked back. I can't believe what a positive effect it's had on me both mentally and physically; I've achieved my goal of cycling 100 miles in one day and believe it or not, I've given up smoking!"

SORTING THINGS OUT

Zach, service user at RF Woodside 24hr Supported Housing Service: "My key worker has been so good at helping me with sorting things out. My English skills have improved a lot, and every week I attend a gardening group, go to football training and volunteer at a garden centre. I have visited new places and made new friends since moving here."

MY LIFE HAS A PURPOSE NOW

Karen, RF service user: "I have regained my self-worth and am able to do things I didn't before. I have made new friends and have more of a social life. I feel my life has a purpose now – thank you Richmond Fellowship!"

AND FINALLY, GREAT STAFF MAKE GREAT DIFFERENCES...

"We're in the business of supporting people to recover – we can only achieve this with the right team. Our people are our greatest asset; our committed, engaged staff are the key to excellent service delivery and a differentiator of the quality of our services. Making sure we have the right people, keeping a keen eye on our values, development and those things that enable people to sustain organisation performance all help to make that difference.

Some examples? Well, we're in the second year of our valued Management Development Programme, building the capabilities of both current and future managers. Our Staff Councils provide one of a number of opportunities for employees to have their voices heard, whilst the use of technology offers us opportunities to manage our services more efficiently, as well as opportunities for delivering them.

Two great examples from our recent Staff Survey – almost 90% of staff believe we offer a good service to our service users, and 94% believe they have made a positive impact through the work they do. Yes, there are things we can learn from and improve, that's the point of performance – asking how we can do things better."

Stuart Riggall, Director of People and Organisation Development

HERE'S A SNAPSHOT OF SOME OF THE THINGS OUR STAFF HAVE TO SAY IN CELEBRATION OF THEIR DAY JOB:

"ENABLING AND SUPPORTING STAFF TO BE THE BEST THEY CAN TO SUPPORT AND ENCOURAGE SERVICE USERS TO BE THE BEST THEY CAN."

"MAKING A DIFFERENCE TO PEOPLE'S LIVES. ALL THE HARD WORK, LONG HOURS AND STRESS OF THE JOB IS FORGOTTEN WHEN YOU SEE SOMEONE ON THEIR RECOVERY JOURNEY BEGIN TO CHANGE, BLOSSOM AND GROW IN CONFIDENCE. RECOVERY IS A REALITY – I SEE IT EVERY DAY."

"BEING SURROUNDED BY INDIVIDUALS WHO INSPIRE ME AND TELLING THEM SO. IT HAPPENS A LOT!"

"BECAUSE IN A VERY SMALL WAY I HELP MAKE A DIFFERENCE TO PEOPLE'S LIVES."

"THE PEOPLE. MAKING A DIFFERENCE IN PEOPLE'S LIVES."

"MY JOB IS FANTASTIC BECAUSE EVERY DAY WE ARE INSPIRED TO SEE OUR SERVICE USERS MAKE POSITIVE STEPS IN RECOVERY AND ARE PROUD TO HAVE HELPED THAT HAPPEN."

"I WORK WITH A TEAM WHERE TOGETHER WE FOCUS ON MAKING A DIFFERENCE AND CREATING OPPORTUNITIES FOR PEOPLE TO FLOURISH."

"I WORK FOR AN ORGANISATION WHO SUPPORTS ME AND LETS ME DO WHAT I DO BEST."

"I HAVE THE OPPORTUNITY TO WORK WITH A LOAD OF DIFFERENT PEOPLE, BUT ALL WANTING THE SAME THING – MAKING A POSITIVE DIFFERENCE."

"EVERY DAY BRINGS SOMETHING POSITIVE IN HOW I WORK WITH OUR SERVICE USERS."

"MY STAFF, WHO GET ON WITH THE JOB WHATEVER."

"HEARING THE WORDS, "RF, YES I'VE HEARD OF RF, YOU'RE GOOD AREN'T YOU?" FROM SOMEONE I'VE NOT MET BEFORE."

"THE MOMENTS OF REAL PRIDE WHEN I SEE SERVICE USERS ACHIEVE SOMETHING THEY DIDN'T FEEL THEY WERE ABLE TO, AND THE STAFF TEAM FEELING PRIDE AT HAVING PLAYED A PART IN THAT ACHIEVEMENT."

ANNUAL ACCOUNTS & STAFF STATISTICS 2012

A CLEAN AUDIT AND AN OVERALL GROUP SURPLUS

The focus for 2011/12 has been to fully integrate its subsidiary 2Care into the RF Group, both operationally and financially. This was extremely successful and going forward gives significant benefits resulting from economies of scale. RF continues to work actively with commissioners to run pilot services around personalisation and individual budgets. Investment continues with the development of the new Capita system to generate improved operational performance data and the completion of the new intranet site to raise the quality of management information and communication.

The level of turnover increased significantly, with £5.1m generated from the acquisition of 2Care. There was significant Group activity around contract re-modelling and re-tenders. This was not unexpected given the difficult economic climate and there was some attrition to existing business.

The average margin generated at an operational level is lower than the prior year and reflects the impact of contract re-negotiations. The surplus of £1.5m generated in £2011/12 results primarily from significant gains on property disposals. One positive trend in the year was a £0.5m reduction in operational expenditure.

The balance sheet was strengthened with the acquisition of 2Care and leaves the RF Group in a healthy financial position heading into 2012/13.

The comparative figures for 2010/11 are restated following adoption of Component Accounting in respect of fixed asset holdings. The effect of the restatement was to improve the level of reserves brought forward to 2011/12 by £0.5m.

Raj Lakhani, Director of Finance

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	2011/12
We employ 907 staff	
Ethnic Origin	
White	79.4%
Mixed	3.4%
Asian/Asian British	3.8%
Black/Black British	9.4%
Other Ethnic Group	0.7%
Question Refused	3.3%
Gender	
Female	69.7%
Male	30.3%
Age	
Under 25	2.1%
25 - 34	23.7%
35 - 44	27.5%
45 - 54	27.7%
55 - 65	18.1%
Over 65	0.9%
Disability (self-declared)	
Considered Disabled	0.1%
Mental Health Or Addiction Problems	10.0%

* 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.

SERVICE STATISTICS	2011/12	2010/11
Number of people using RF Services 2011/12	9526	8943
Men	4916	4793
Women	4602	4150
Other	3	-
Preferred not to say	5	-
Ethnicity		
BME	1041	899
White	8050	7748
Did not respond/refused	435	296

Outcomes 2011/12		
People recording a positive outcome*		% of people who left the service
Employment Services and Retain	2799	(78%)
Accommodation Based Services	212	(73%)
Floating Support and Community Based Services	883	(64%)

Categories of Service	
Supported Housing	34
24hr Supported Housing	20
Floating/Visiting Support	38
Community Based Services	25
Care Home with Nursing	2
Registered Care Home	11
Employment Services and Retain	38

GROUP INCOME & EXPENDITURE	2011/12	2010/11 Re-stated
	£m	£m
Income	40.8	31.8
Expenditure	35.7	32.1

BALANCE SHEET		
Fixed Assets	9.5	6.7
Current Assets	23.5	19.4
Current Liabilities	4.2	3.9
Liabilities over 1 year	0.1	0.3
Total Assets less Liabilities	28.7	21.9
Capital & Reserves	28.7	21.9

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
Kent County Council
Kirklees MBC
Knowsley MBC
Lancashire 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
Northamptonshire County Council
Northumberland County Council
Peterborough City Council
Portsmouth City Council
Redcar and Cleveland MBC
Rotherham MBC
Royal Borough of Kensington and Chelsea
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
Cheshire and Wirral Partnership Trust
NHS County Durham
Enfield PCT
Hammersmith and Fulham PCT
Hampshire PCT
Harrow PCT
Hounslow PCT
NHS Kirklees
NHS Knowsley
North East London NHS Foundation Trust
Manchester 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 West Sussex
Surrey PCT
Swindon PCT
Waltham Forest PCT
Wandsworth PCT
West Surrey 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

RICHMOND FELLOWSHIP
MAKING RECOVERY REALITY

2care
Part of the Richmond Fellowship Group

INVESTORS IN PEOPLE

POSITIVE ABOUT DISABLED PEOPLE

MINDFUL EMPLOYER

matrix

NATIONAL HOUSING FEDERATION
member

British Quality FOUNDATION
Member

EFQM
Committed to excellence
2011

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)