

**RECOVERY  
FOCUS**

# **INSPIRING RECOVERY TOGETHER**

Annual Review **2017/18**



# **WE ARE RECOVERY FOCUS**

**INSPIRING RECOVERY TOGETHER**



**Recovery Focus** is a national group of charities highly experienced in providing specialist support services to individuals and families living with the effects of mental ill health, drug and alcohol use, gambling and domestic violence.

At Recovery Focus, we share the belief that **recovery is possible for everyone.**



**Aquarius** is a unique charity that has **over 40 years' experience** supporting individuals, families, organisations and communities to overcome the physical, emotional and psychological harms caused by alcohol, drugs and gambling.



**DVIP** (Domestic Violence Intervention Project) is a bespoke division of Richmond Fellowship. DVIP is a feminist organisation **dedicated to ending domestic violence and all forms of violence against women and girls**. They provide a range of services across London for men who have been violent to their partner and for women who have suffered domestic violence. DVIP also supports parents and children affected by domestic violence.



**My Time** is a bespoke division of Richmond Fellowship which provides domestic violence and specialist counselling support services across the Midlands. Every service provided by the team is underpinned by specialised research models and techniques to ensure that support is provided in a sensitive manner to individuals and families affected by domestic violence.



**Richmond Fellowship** is a national charity that **supports over 9,000 people** living with mental ill health every year. They hold a firm belief that mental health is a journey that differs from person to person and therefore adopt a person-centred approach to recovery, by providing a range of support services tailored to meet the needs of the individual.

# **INSPIRING RECOVERY TOGETHER**

<b>INTRODUCTION</b>	<b>6</b>
<b>PUTTING THE PEOPLE WE SUPPORT AT THE HEART OF EVERYTHING WE DO</b>	<b>10</b>
<b>INVESTING IN OUR PEOPLE</b>	<b>16</b>
<b>BROADENING THE RANGE OF SUPPORT WE OFFER</b>	<b>18</b>
<b>GROWING OUR INFLUENCE</b>	<b>24</b>
<b>GROWING OUR SIZE</b>	<b>26</b>
<b>OUR FINANCES</b>	<b>28</b>

## WHAT DOES RECOVERY MEAN TO YOU?

“In a nutshell, it means the world to me... without recovery I wouldn't exist, my world as I know it now would not exist, so it literally means the world to me.”

**TUBSY ALCOHOL SUPPORT WORKER**



To watch our new our new film **What Does Recovery Mean To You?** or to find out more about how Recovery Focus and the people we support inspire recovery together visit: [www.recoveryfocus.org.uk](http://www.recoveryfocus.org.uk)







# INTRODUCTION

Our aim this year has been to continue to provide **high quality, co-produced services** while looking for opportunities to **grow our size and influence** – by securing new business and by identifying other like-minded organisations to become part of the Recovery Focus family.

This has been our most successful business year so far – we were delighted to win an impressive **76% of all tenders** we bid for. We held onto **98% of our existing business** in an increasingly tough commissioning environment and secured 10 new contracts to deliver new services.

We are delighted that the **Domestic Violence Intervention Project (DVIP)** has decided to become a bespoke division of Richmond Fellowship from July 2018. DVIP provides critical services to families affected by domestic violence and abuse, and this merger presents a host of exciting opportunities for the Recovery Focus Group. This will enable us to look at new and innovative ways to develop integrated care models around mental health, substance use and domestic violence.

As part of our ongoing focus to broaden the range of support we offer, we worked in partnership with Lancashire Care Foundation Trust to launch innovative **Mental Health Support Centres** in three hospitals. These new centres mean that people who attend emergency departments because they are experiencing severe mental health

distress receive support and specialist help much more quickly. We also opened new safe haven services in Cumbria and the Isle of Wight, and new crisis houses in the Burnley and Chorley areas of Lancashire.

Looking internally, we carried out a thorough examination of our systems and processes in **HR, Finance, Payroll** and **IT** and decided to invest in a single platform to increase efficiency and effectiveness. We also reviewed and improved our **Group induction programme** to make sure all new staff get off to a great start.

Our commitment to putting the people we support at the heart of everything we do is exemplified by our **Working Together Committee** which is made up of individuals who use our services or who have lived experience of mental ill health, substance abuse or domestic violence. This year we made the Working Together Committee a formal sub-committee of the Board, strengthening its influence on shaping the Group at the highest level.

**We look forward to building on all these achievements and to supporting even more people in their recovery journeys.**



**Helen Edwards CB, CBE**  
Chair



**Derek Caren**  
Chief Executive



# — OUR PRIORITIES —

Recovery Focus has **two strategic goals** for 2016 to 2020:

## PROVIDING QUALITY SERVICES



*Examples of the range of of quality sevices we provide can be found on pages 18-23 >*

## ACHIEVING GROWTH



*The Recovery Focus Group is growing. Find out more about our new services and our latest partner on pages 26-27 >*

We have identified **five priorities** to enable us to meet these goals:

- 1. PUTTING THE PEOPLE WE SUPPORT AT THE HEART OF EVERYTHING WE DO** *see p.10*
- 2. INVESTING IN OUR PEOPLE** *see p.16*
- 3. BROADENING THE RANGE OF SUPPORT WE OFFER** *see p.18*
- 4. GROWING OUR INFLUENCE** *see p.24*
- 5. GROWING OUR SIZE** *see p.26*



## WHAT DOES RECOVERY MEAN TO YOU?

"I feel like it's not just saying 'Right, you're in recovery, that's it, you're better'. It's all about supporting the person to continue through recovery and to remain in recovery, and to support a person not to feel completely hopeless if there's some down moments, or if there's some struggle again.

"It's been perfect just having somebody there for extra support and to have that professional support around, and to not feel like I've been left with nothing from coming out of hospital and to just feel that there's somebody there for me who I can talk to about my mental health."

### **AIMEE A PERSON WE SUPPORT**



# — PUTTING THE PEOPLE WE SUPPORT **AT THE HEART** OF EVERYTHING WE DO —

## Working Together

**Our Working Together Committee is just one of the ways people using our services can get involved in the running of the Recovery Focus Group. It is made up of people who use our services or who have lived experience of mental ill health, substance abuse or domestic violence, including Board members.**

This year we took a significant step forward by making the Working Together Committee a formal sub-committee of the Board, strengthening its influence on activities and decision-making at all levels of the Group including:

- **Communication, feedback and satisfaction**
- **Business performance, risk and growth**
- **Strategy and policy.**

The committee provides the Board with regular updates about its work and ideas as to how we can continue to improve the ways in which we work together with the people we support to deliver the very best outcomes. This provides transparency in the way we run the Group and ensures everything we do is driven by what the people we support value the most.

We hosted our **National Working Together Forum** in September 2017. This annual event is a celebration of the work we do across the Group and enables people using our services to come together to share their stories, listen to speakers from within and outside the organisation and take part in interactive workshops.

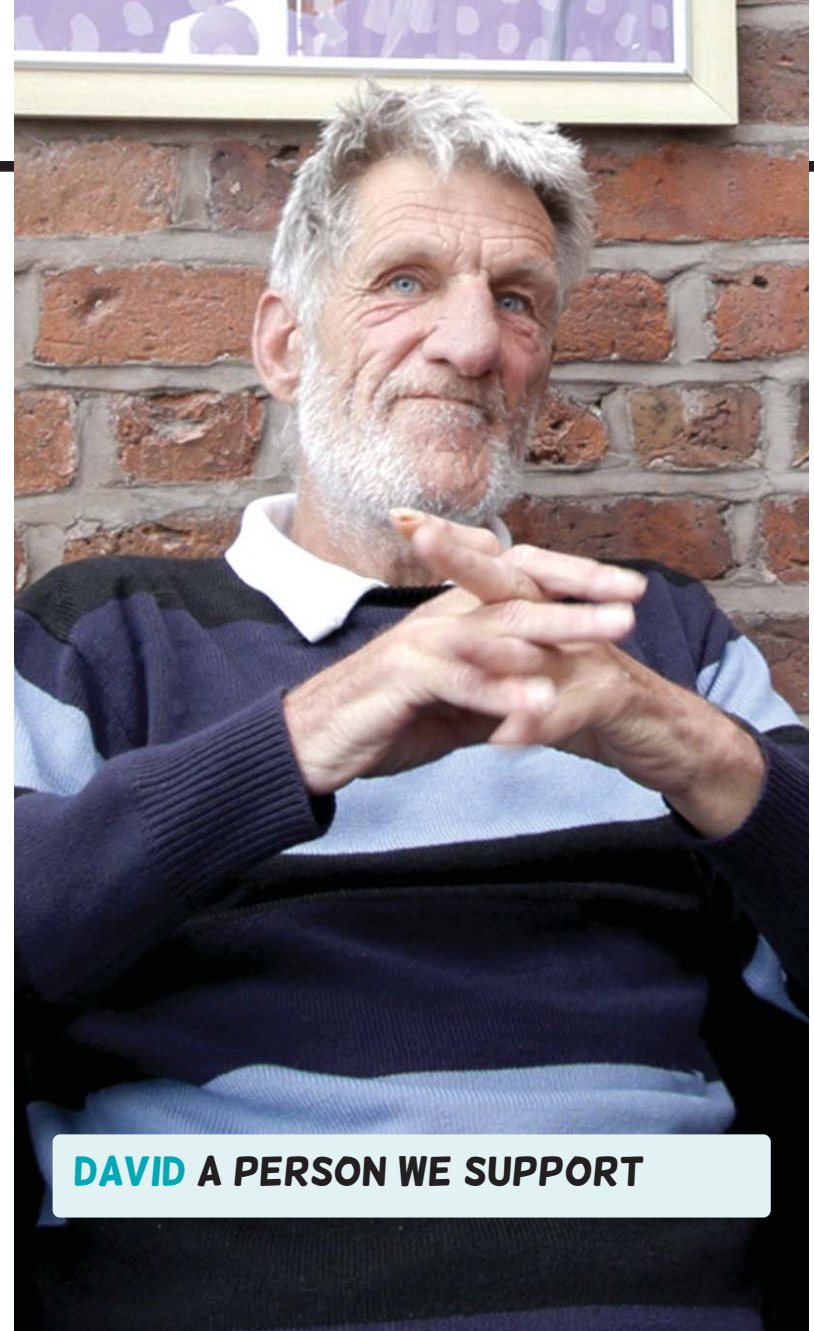
We are planning to refresh our **Working Together Strategy** and to produce new materials including a welcome pack to explain how people can be involved in the running of the organisation as well as their local services.

## GETTING INVOLVED IN RECRUITMENT

We believe involving the people we support in selecting new staff and Board members means we are more likely to choose the right person for the job.

For example, tenants from Hornby Road, our supported housing service in Blackpool, regularly take part in interviews for potential new members of staff.

Mark Corbett, Team Manager at Hornby Road commented: **"All of our staff interviews at Hornby Road have a tenant panel, as we believe it is extremely important that the tenants have a voice in who works at the service. After all, they will be the people who will be supported by the new member of staff."**



**DAVID** A PERSON WE SUPPORT

# PROVIDING HIGH QUALITY SERVICES

## Tendering success

**This was our most successful business year so far – we won a record-breaking 76% of all tenders we bid for.**

We are delighted that we will be running 10 new services across the country and supporting even more people. We retained 18 out of the 19 existing services that were re-tendered – a great result, which meant we were able to reassure people who use these services that the all-important support from their existing team will continue over the coming years to aid their ongoing recovery.



## Committed to Excellence

Recovery Focus was awarded the **Committed to Excellence (C2E) 2\*** accreditation by the British Quality Foundation, as part of the European Foundation for Quality Management (EFQM) model.

The assessors commented: **"The outcome is well-deserved and confirms that Recovery Focus is ideally placed to move successfully to the more in-depth and higher level Recognised for Excellence assessment as part of its improvement journey."**

### The Group was assessed against:

- **Strategy and Key Results** – focusing on our senior managers
- **Customer Management** – focusing on our work with the people we support, relationships with commissioners and others
- **People Management** – focusing on our workforce, including learning and organisational development
- **Process Management** – exploring the recovery journey, our range of services, how we improve what we do and back office systems integration
- **Sustainability** – focusing on our environmental standards and initiatives, equality, diversity and inclusion, how we integrate and work with local communities.



## INVESTING IN DIVERSITY

Richmond Fellowship was awarded 75th place in The National Centre for Diversity's (NCFD) Top 100 Index, a rise from 81st place last year.

The NCFD aims to advance fairness for all in the workplace by helping organisations embed Equality, Diversity and Inclusion (EDI) best practices into their day-to-day work.

Tracey Bell, Group Director for Performance, Quality and Innovation, said: **"This is a brilliant achievement and a clear reflection of our all-encompassing approach to EDI best practices. As an organisation, we are passionate about tackling discrimination and pushing for equality in wider society."**

Richmond Fellowship also holds the NCFD's **Investors in Diversity** accreditation, which provides an all-encompassing methodology for improving EDI practices. Recent initiatives include the launch of the Dignity Advisor Network (DAN), a free, confidential listening service for staff.



**Investors in Diversity**



**RITU STUDENT SOCIAL WORKER**



# STEPS TO CHANGE

Aquarius partnered with **Sport England** to expand its support for over-55s who have, or have had, problematic drug, alcohol or gambling use and their family members.

The grant from Sport England will enable Aquarius to work with **250 people aged 55 and over** in Birmingham, Derby, Solihull, Telford and Wrekin, and Wolverhampton. The Steps to Change project will encourage people to attend at least one activity per week over 12 weeks, helping people to get active and improve their wellbeing.

**A participant in Aquarius' existing services said:**

"I laughed at the idea. I was using a Zimmer frame and basic tasks were proving too difficult. Eventually I reluctantly agreed. Fast forward to today and I play walking football twice a week. Just over a year ago, I never thought that would be possible. Both my mental and physical health have dramatically improved and I've gained the confidence to build my own social networks."

**VAL VOLUNTEER WITH STEPS TO CHANGE**

## WHAT DOES RECOVERY MEAN TO YOU?

“Recovery is a lifelong journey – some days are going to be good and some days are not going to be so good, but it’s learning to manage and cope with that and developing the skillset to deal with different scenarios and situations.”

**HAZEL RECOVERY WORKER**



# — INVESTING IN OUR PEOPLE —

## Growing together

**We developed a Group digital strategy to improve both the services we provide and our back office systems.**

This includes providing internet access to all our residents to help them access online support. We are also investing in a **single platform for our HR, Finance, Payroll and IT systems** and improving access so that staff will be able, for example, to claim expenses via their mobile phones. The efficiency savings generated will be reinvested in frontline services.

We reviewed and improved our **Group induction programme** to make sure all new staff get off to a great start and to help improve our staff retention rate. Our learning and development programme is continually reviewed to make sure it meets the needs of the organisation and staff.

We launched a **Workplace Wellbeing Charter** to enable a healthy, supportive and productive workplace and to help embed workplace wellbeing across Recovery Focus. The charter sets out roles and responsibilities at employee, manager and organisational level.

## Silver standard

**Following a re-assessment, Richmond Fellowship was successfully re-awarded its Silver accreditation against the Investor in People (IiP) standard.**

IiP is the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results.

### **The assessors highlighted positive aspects including:**

- The commitment of employees to deliver high quality services
- The strong culture of continuous improvement with employees constantly thinking about new ways of working
- The sharing of knowledge and expertise across the organisation
- Learning and development to implement new skills and the quality of training provision.

As a result of the re-assessment we are also refreshing our leadership and management framework so we are clear about what we expect from managers at different levels of the organisation and what we can do to support them to meet these expectations.



## WHAT DOES RECOVERY MEAN TO YOU?

“It means people with an enduring mental health problem or a substance misuse problem can have some hope, can develop a meaningful and worthwhile life, and can still live in a world of recovery going forward.

“They can have the confidence to access services and get the support they require and live a fulfilled life within the community.”

**ANDY SENIOR PRACTITIONER**



# — BROADENING THE RANGE OF SUPPORT WE OFFER —

## Supporting people in A&E

We are proud of our innovative mental health crisis service across the country, and this year we were part of redesigning crisis care in Lancashire to better support individuals and communities.

We are now delivering new **Mental Health Support Centres** in partnership with Lancashire Care NHS Foundation Trust on a two-year pilot basis. The three units are based in hospital settings – Pendle View Hospital in Blackburn, Victoria Hospital in Blackpool, and Royal Preston Hospital – with Richmond Fellowship staff working alongside NHS staff.

The centres are designed for anyone who is physically well but attends an emergency department experiencing severe mental ill health. They provide assessment and crisis intervention in a calm, safe space and, as well as supporting the individuals, are intended to relieve pressure on busy A&E departments.

## Tackling domestic violence

In July 2017 we launched a new Domestic Violence Perpetrator Programme in the West Midlands.

The new service, run in partnership with the Office of the West Midlands Police and Crime Commissioner, addresses perpetrators' attitudes and beliefs. The aims are to help protect victims, tackle abuse and make it safer for people to come forward and report domestic violence.

**We work with over 215 clients each year** through Respect accredited programmes in Dudley, Sandwell, Coventry, Birmingham, Wolverhampton, Solihull and Walsall.

The programme takes a cognitive behavioural therapeutic approach. Its goal is to create real and effective change in perpetrator behaviour to prevent future domestic violence.



## WHAT DOES RECOVERY MEAN TO YOU?

"I've gone from being bankrupt, losing my house, my business, having a nervous breakdown, looking down the sofa for ten pence for a phone call to ring the dealer, to now becoming a practitioner at Aquarius.

"To me recovery is you're not tied down. You haven't got to go to the shop and get alcohol or go to a drug dealer; you can just go and do whatever you want."

**LISA ALCOHOL SUPPORT WORKER**



## Supporting the Punjabi Sikh community

The SHANTI Project has significantly increased its profile in Birmingham and expanded the support offered to the Punjabi Sikh community.

The project, which is supported by the Big Lottery Fund, works to address the unique substance misuse awareness and rapidly growing treatment needs of the Punjabi Sikh community, providing information, support, and tackling stigma.

Alcohol Support Worker Bhupinder 'Tubsy' Kullar uses his own lived experience to illustrate the value of SHANTI, appearing on programmes and channels including the BBC Asian Network, KTV Global, BBC Radio 5 Live, Sikh Channel, BBC Midlands Today and Akaal Channel.

# ਸ਼ਾਂਤੀ





## Room to GROW

Traffic thunders down the nearby main road metres away, but the garden at the Aquarius head office in Birmingham is an unexpected oasis of tranquillity.

It now hosts the **Grow Project**, funded by BBC Children in Need, which gives young people affected by substance use an opportunity to connect with nature and develop practical skills.

A partnership with the Trees for Cities charity has transformed the previously underutilised garden into an 'edible playground' with vegetable beds and greenhouses where young people can learn diverse skills and build their confidence.

Martin Madden, Support Worker at the Grow Project said:  
**"A lot of the young people that come here have nowhere else to go. At Grow they can spend time outdoors in a natural, beautiful environment away from peer pressures and the constant interruptions of social media. It's an opportunity to learn, to be at peace and to make new friendships."**



## More than a garden centre

---

The Old Moat garden centre in Epsom continues to expand its commercial and fundraising activities, enabling it to offer more work placements and employment opportunities to people living with mental ill health.

As well as growing and selling plants – including over 800 Christmas trees this year – the centre hosts an ever-increasing range of events and we have invested in improving the site to provide state of the art facilities.

The centre has strong community links and also attracts corporate support. For example, Alliance Healthcare staff spent a day volunteering on the site in October 2017. Steve Miller, Alliance Healthcare's Head of Logistic Services said: **"Supporting a local community charity by helping them achieve their ambitious goals through delivering lasting change was a big motivator for the team."**

The Old Moat team was also delighted to host a visit from Her Royal Highness Princess Alexandra in January 2018. Princess Alexandra, Patron of Richmond Fellowship, toured the garden centre, café and grounds, meeting people who are supported by The Old Moat as well as staff, volunteers and Board members.





## An EVOLVING space

---

A pub in Birmingham has been transformed into a new social enterprise run by Aquarius, the Evolve café and events space. Evolve, which received a grant from The Clothworkers' Foundation in 2017/18, now hosts events ranging from lunchtime film screenings for isolated elderly people to poetry readings.

Aquarius has recruited a number of local young people who are living with the impacts of addiction, mental ill health and homelessness to work in Evolve. A traineeship scheme means the young people can gain qualifications, training and vital employment opportunities in catering, hospitality and customer service.

Steve McCabe, MP for Birmingham Selly Oak, welcomed the 'new life' given to the Digbeth community at a launch event for Evolve.

He said: **"Evolve has given people a chance to develop their skills, a chance to get things straightened out for themselves and a chance to move on."**

**"This is a great venture. It's a project with people coming together from different generations and age groups to get the best out of each other and help one another."**





# — GROWING OUR INFLUENCE —

## Learning from research

Building on existing academic links, this year we announced a new partnership with Edge Hill University in Lancashire. This means our partners will have access to the latest academic research and evidence to benefit people using our services.

Edge Hill's psychology department is working with Recovery Focus to evaluate our crisis house services and to conduct pioneering research into the best ways to record satisfaction and outcomes for the people we support.

Derek Heim, Professor of Psychology said:

**"Our research will help identify factors benefiting recovery, and establish what works and with whom."**

Derek Caren, Chief Executive of Recovery Focus commented:

**"Research is a fundamental part of what we do. It enables us to build an evidence base and learn more about how we can better support the people using our services. Our new partnership with Edge Hill is an exciting opportunity that will no doubt have a positive impact on people's lives."**

## WHAT THE PEOPLE WE SUPPORT TELL US

### Richmond Fellowship

91% overall satisfaction score

97% of people would recommend Richmond Fellowship to family or friends

98% of people feel Richmond Fellowship has improved their quality of life

95% feel their key worker listens to their views about support and takes them on board

### Aquarius

96% of people would recommend Aquarius to family or friends

83% say they find their key worker's helpfulness good or excellent

79% feel that the quality of the facilities they attend is good or excellent

## Roundtable discussion

The Recovery Focus Board is keen to engage with a range of external stakeholders to debate emerging issues relating to the future of specialist service provision during the current period of transformation in health and social care. As we work towards integrating provision in mental health, addiction and domestic violence across the Group, we believe it is an opportune time to discuss the challenges and potential solutions to meeting local needs.

In March 2018, we hosted our first regional roundtable event in Lancashire. The topic for discussion was **'How do we achieve parity of esteem for mental health?'** and our guests included colleagues from Lancashire Care NHS Foundation Trust, Lancashire County Council, Blackpool Council, a number of Clinical Commissioning Groups and a range of voluntary sector organisations.

The lively debate was deftly chaired by our Vice-Chair and Guardian public services editor, David Brindle. It provided a great opportunity to network and to explore this important topic. We plan to hold further roundtable events in other parts of the country in the future.



**DAVID VICE-CHAIR**

# — GROWING OUR SIZE —

## More safe havens

We have opened two new **safe havens**, one on the Isle of Wight and one in Cumbria. Safe havens operate outside of usual office hours when many services are inaccessible, providing a place of sanctuary to people approaching mental health crisis.

Safe havens can be a respite from difficult situations and an alternative to statutory crisis services. Such services reduce the strain on emergency health services and offer a welcoming, calm space for people to access the support and information they need.

Mark Langford, a Recovery Worker on the Isle of Wight who has lived experience of mental ill health, said: **"I believe the Isle of Wight Community safe haven will save lives. The safe haven is a place where people can come and talk through their problems openly and start to think about their strengths. This is a key factor in helping them on their recovery journey."**

## New crisis houses

We run seven **crisis houses** across the country, providing an alternative to hospital admission for people experiencing mental health crisis.

In 2017/18 we supported 937 people in these services and helped a third of these avoid going into hospital unnecessarily. This year, we opened two more crisis houses in Chorley and Burnley in Lancashire.

Joe Redmond, Managing Director of Richmond Fellowship (North) commented: **"Our crisis houses are a marked difference from the environment people experience in an acute hospital ward. We've done everything we can to make them feel like a home, something that is vital for a person's recovery."**

**WE SUPPORTED  
937 PEOPLE IN OUR  
CRISIS HOUSES**

## Another charity joins our Group

Recovery Focus is delighted to welcome the **Domestic Violence Intervention Project (DVIP)** as a division of Richmond Fellowship, our largest partner.

DVIP is a London-based charity which provides vital support services for survivors and evidence-based interventions for perpetrators, to challenge and encourage them to take responsibility for their behaviour and make changes towards non-abusive behaviours, attitudes and choices.

DVIP will work closely with other national partner charities involved in the Recovery Focus Group to identify new and innovative ways to support individuals and families affected by domestic abuse, mental ill health and drug and alcohol use.



**STEPHEN RECOVERY WORKER**

# OUR FINANCES

## TOTAL BALANCE SHEET FOR ALL GROUP PARTNERS 2017/18

	£m
Fixed assets	29.5
Current assets (excluding cash and investments)	5.4
Cash and investments	16.6
Current liabilities	(3.4)
Liabilities over one year	(9.0)
Total assets less liabilities	39.1
Capital and reserves	39.1

## GROUP INCOME AND EXPENDITURE

2017/8

	£m
Turnover	43.7
Operating costs	44.4
Other operating income	0.1
Operating (deficit/surplus)	(0.6)

## GROUP CHARITABLE INCOME

As partner organisations of Recovery Focus are charities in their own right, they benefit from donations and other similar incomes.

In 2017/18 across the group this totalled £113,000 broken down as:

Legacies	£57,000
Charitable Trust grants	£3,000
Donations	£53,000



## WHAT DOES RECOVERY MEAN TO YOU?

"I have worked with many volunteers and I've watched their journey. I can think of one man who was at death's door when he realised the drink had to stop and he's still volunteering now. He's turned his life around now and he says 'I am in recovery'.

"I've got a daughter who is also in so called recovery and she says 'I'm a different person. I am now a better person than what I was before I started the drugs'. So recovery to each person is very different and the main thing is that we do it and we stay there."

**LINDA VOLUNTEER**



# CONTACT US

---

If you've been inspired by what you've read and want to find out more about what we do and the difference we make, do visit our website, follow us on Twitter or get in touch.

## **Recovery Focus**

80 Holloway Road  
London  
N7 8JG

Tel: **020 7697 3300**

Website: [www.recoveryfocus.org.uk](http://www.recoveryfocus.org.uk)

Twitter: [@recovery\\_focus](https://twitter.com/recovery_focus)

If you would like a copy of this review in alternative formats such as a different language, large print or easy read, please contact us.

Email: [communications@richmondfellowship.org.uk](mailto:communications@richmondfellowship.org.uk)

Tel: **020 7697 3342**

**RECOVERY  
FOCUS**

# **INSPIRING RECOVERY TOGETHER**





[www.recoveryfocus.org.uk](http://www.recoveryfocus.org.uk)  
@recovery\_focus