



ANNUAL REPORT  
2015/2016



**RUAH**  
COMMUNITY SERVICES



## **Our Vision:**

Flourishing communities through the active participation and wellbeing of people with complex needs.

## **Our Mission:**

Empowering vulnerable and disadvantaged people to create meaningful change in their lives through provision of quality support services.

## **Our Values:**

- Respect
- Grassroots
- Partnerships
- Integrity
- Creativity



## CONTENTS

Members' Foreward	5
Chairperson's Report	6
Chief Executive Report	7
Research Design and Innovation	9
People Development	9
Funding and Community Partnerships	10
Service Delivery	10
Service Delivery Profile	11
2016/17 Financial Performance Overview	13
Board of Directors	15
Statement of Comprehensive Income	21
Statement of Financial Position	21

Ruah Community Services is a Western Australian based community organisation providing quality services in the area of housing and homelessness, family and domestic violence, justice and mental health. We draw on the foundations of St Louise de Marillac in the delivery of our services. This includes maintaining the 383 year old tradition of service delivery in the community through our unique outreach models of care.

## MEMBERS' FOREWORD

**It is my pleasure to write this foreword on behalf of the Members of Ruah Community Services.**

Over the last 25 years, the Congregation of the Daughters of Charity has transferred responsibility for the governance of its services to the stewardship of Ruah's Members and Directors, people drawn from the local community to whom its services are directed.

As the custodians of the traditions of the 383 year-old Congregation of the Daughters of Charity, the Members celebrate Ruah's revised vision and mission and acknowledge its consistency with our spiritual foundations and rich past, particularly our commitment to empowering vulnerable and disadvantaged people.

Our new strategic plan warmly embraces the Daughters of Charity's boldness in the pursuit of justice for a new missionary momentum by seeking to end homelessness, maximise individual potential and collective creativity.

Ruah continues its endeavor to empower the vulnerable in our community through direct service delivery and policy advocacy while enculturating our values and spirituality in our daily activities.

During 2016, we farewelled Jane Ablett, the last of the Daughters of Charity sitting as a Member. Jane's service and her long standing commitment to empowering vulnerable and disadvantaged people and spiritual guidance were highly valued by Ruah. Veronica Goerke, who also served for many years, also resigned as the Chair of Members and her contribution will be missed. We were joined by three new members; Theresa Williams, John Kobelke and Joan Squelch who bring a wealth of experience, spiritual literacy and a commitment to our vision.

Over the next 12 months Members look forward to working with the Board to review the organisation's Constitution and enhance the diversity in governance to include Aboriginal elders and consumer representatives. I commend the Board and the Executive team on achieving another year of quality service outcomes.



Dr Michael Wood,  
Chair of Members, Ruah Community Services - September 2016.

## CHAIRPERSON'S REPORT

**I am very pleased to present this report which highlights the achievements of the Ruah Community Service Board for 2015-2016.**

The past 12 months has been a time of strategic consolidation and future direction setting. The appointment of an interim Chief Executive during the latter half of 2015 provided the Board with an opportunity to evaluate Ruah's position in a dynamic and challenging community services sector.

In 2016 the Board was delighted to announce the permanent appointment of Ms Debra Zanella to the Chief Executive role. Since her appointment, Ms Zanella has embraced her leadership role with great enthusiasm and focus and the Board has observed a leader who is proactively facilitating change to align Ruah to its future direction.

In 2016 the Board finalised its strategic planning process and identified the following future organisational priorities:

1. strengthening our service delivery models to facilitate opportunities for service co-design
2. an intention to move beyond service delivery and implement solutions that work towards ending homelessness and
3. an intention to help build communities where individuals are empowered to achieve their own personal aspirations.

It has been a pleasure to work with the Members over the past 12 months to review the company's Constitution to align with our new strategic directions.

The Board has also embraced its stewardship role in driving a culture of innovation and creativity in client service delivery. This also extends to developing and promoting best practice business management systems and processes. The Board is confident that these endeavours will maintain Ruah's leadership in mental health and homeless service provision.

The next 12 months will be an exciting time for Ruah as initiatives arising from the strategic plan are operationalised and new support structures and systems are embedded. With this consolidation comes a renewal that will energise and build confidence internally and create opportunities for growth, collaboration and more integrated service delivery. The Board looks forward to supporting the Chief Executive and her executive team as we embark on that next phase of our journey.



Lori Grech,  
Chairperson, Ruah Community Services – September 2016.

## CHIEF EXECUTIVE REPORT

**It was with great pleasure that I accepted the role as Chief Executive of Ruah Community Services on 1st March 2016. This year has been a time of change and reorientation at Ruah. Community services organisations find themselves to some extent in unchartered waters. Significant changes in economic conditions have forced federal and state politicians to make some difficult budgeting decisions. The results of these decisions have been felt across the board, including in the community services sector.**

The challenge is to adapt to this environment. At Ruah this means significant transformation in our business. In responding to challenges our values are more important than ever. Change is rarely easy, and we are conscious that some may need more support than others through the change process. It is however, much better to choose to change than to wait and have change forced upon us. We are responding to these changes with the following change management framework.

- Clarity of Purpose: Be clear about who we are, what we do and why.
- Distinctiveness: We are building upon and promoting Ruah's unique strengths.
- Impact: We are measuring the difference we make to the people and communities we work in.
- Business System Development: We are demonstrating value for money by ensuring our business systems are integrated and operate at a maximum level of efficiency.
- Best Practice: Our services are operating at best practice level using evidence-based practice.
- People: We have a service orientated and responsive staffing structure.
- Posture: We are ready to quickly respond to new opportunities.

To facilitate the implementation of our change management framework, a new executive structure was implemented early in 2016. This comprises 4 executive streams:

- Executive Manager Operations with responsibility for all services streams (Mental Health, Family and Domestic Violence, Housing and Homelessness and Justice).
- Executive Manager Funding and Community Partnerships with responsibility for funding, communications, community partnerships, property, assets and information technology.
- Executive Manger Research, Design and Innovation with responsibility for risk and quality, evaluation and innovation.
- Executive Manager People Development with responsibility for people development, culture and human resources.

I would like to acknowledge the staff for their steadfastness, commitment and dedication in this ever changing world, and our consumers, who invite us to be a part of their lives. I have no doubt that 2016-2017 will be yet another year of new horizons.



Debra Zanella,  
Chief Executive, Ruah Community Services – September 2016

## CLIENT STORY

Bella is a 47 year old Aboriginal woman who has been homeless for 7 years and has spent at least 4 of these sleeping on the streets. She has complex mental health issues, a history of family violence and a recurring knee injury. She completed a VI-SPDAT Survey in October 2015, which identified her as very vulnerable with an acuity level of 14. She had been hospitalised 12 times in the past 6 months and has chronic health issues including liver disease, a history of heat stroke, Hepatitis C and drug and alcohol issues. Bella talks about being robbed and feeling unsafe on the streets. She often loses her money, ID, clothes and medication.

In January 2016 Bella began working with a caseworker who made several unsuccessful attempts to refer her to other emergency and transitional services. She was eventually supported to negotiate a private rental at a low rate. She also was linked to a specialist Aboriginal mental health worker and appropriate drug and alcohol services.

Bella now has a 6 month lease and lives with her son who is her carer. Having her own stable home has helped her to feel safe and secure. She has been paying off her Housing Authority debt and engaging regularly with a range of support services. She has also become an active client advocate.



## RESEARCH DESIGN AND INNOVATION

We continue to build capacity and culture within Ruah that reflects a commitment to best practice service provision and to ensure Ruah responds swiftly, creatively and innovatively to social need. To achieve this we are improving our risk management and quality systems, introducing a greater focus on the evaluation of our services and an organisational wide approach to innovation.

Our recent initiatives include a full review of our consumer management system to ensure Ruah has adequate systems to support the capture of consumer data and the evaluation of our services. We also started to explore opportunities to undertake a professional evaluation of the 50 Lives 50 Homes Project and After Hours Support Service.

A key focus of the next 12 months includes improving our risk management and quality systems. We have already commenced the process of conducting an assessment against the National Safety and Quality Standards (adapted for Community Services) (NSQHSS), the National Mental Health Standards (NMHS) and the Specialist Homelessness Service Standards (SHSS), (WA, 2016). We continue to maintain our commitment to the Specialist Homeless Services Standards 2016 and are seeking to align with ISO Standards on Risk (31000) and Quality (9001).

Fostering a culture of creativity and innovation and driving innovation in consumer services and business management systems through service evaluation is central to Ruah's future. This includes refining our National Disability Insurance Scheme (NDIS) service model and ensuring our business management systems are geared to individualised funding and reporting.

## PEOPLE DEVELOPMENT

Our commitment to supporting and developing our staff remains strong. This is particularly important during a period of transition for Ruah and the community sector more generally. At the end of the financial year Ruah had a workforce of 304 individuals. This included 234 paid staff, 40 volunteers, 18 students and 12 other staff (including contractors). The traditional gender break down of Ruah reflects the industry trend towards a higher proportion of female staff - 76 per cent female compared to 24 per cent male. Our age profile places the majority of our staff in the 40 years or younger with the average age of a Ruah employee being 41.

Staff turnover over the 2015/16 year is 29 per cent. This is higher than the industry average and reflects a higher number of casual employees whose contracts expired at 30 June 2016. Staff departures by resignation is 18 per cent and the average tenure of staff is three years.

## FUNDING AND COMMUNITY PARTNERSHIPS

Bringing together the core business management areas for finance, communications, property and asset management and information technology, a small and committed team of skilled professionals have taken a leadership role in the reform of Ruah's business management systems. This has included two major reviews of the organisation's financial management systems and the information technology systems. These reviews provide a road map that will drive business efficiencies and reduce cost overheads.

A renewed focus on communications and partnerships will enhance Ruah's branding in the markets we serve, identify new sources of funding and partnerships, and promote positive consumer outcomes and stories. A strong Ruah brand is a critical success element in the emerging competitive market place of consumer directed funding. Significant new investments in finance and IT systems will further strengthen our ability to compete while maintaining our commitment to a consumer outreach service model.

## SERVICE DELIVERY

Ruah's programs continue to maintain their unique focuses and the merger of mental health and community programs has provided opportunities for greater collaboration across programs to enhance the services delivered to consumers.

Over the past year, working in partnership with Government and non-Government agencies and the wider community, we have been able to achieve some remarkable successes; primarily focused on better outcomes for those who are the most vulnerable and disadvantaged in our society. During the 2015/16 year the Ruah Centre for homeless people provided practical assistance to over 30,000 visits.

Our front line staff are focused on providing high quality services to consumers that assist them to achieve desired outcomes and goals. With the renewed service focus of our strategic plan we are confident Ruah will continue to excel in providing holistic care and assistance, through an inclusive person-centred approach. We will continue to build on this firm foundation to ensure Ruah's service delivery reflects best practice and our programs are shaped through working in partnership with consumers.

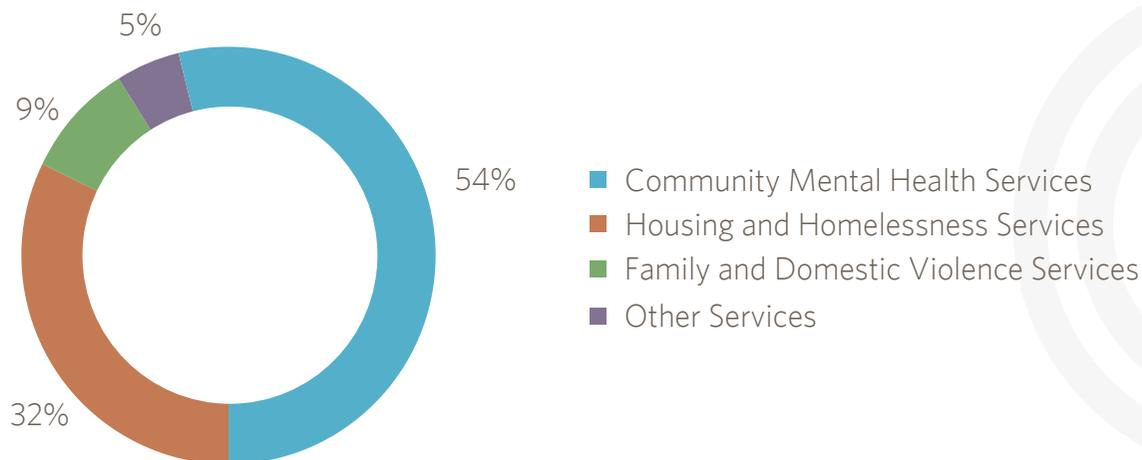
## SERVICE DELIVERY PROFILE

Ruah continues to provide a diverse range of consumer focused services and is actively exploring new service areas that complement our existing service profile and enhance the consumer experience. In the delivery of Community Mental Health Services, Ruah delivers NDIS services, Individualised Community Living Services (ICLS), Wellness Recovery Action Program (WRAP), personalised and intensive support and a strong recreation program.

In Housing and Homelessness, we are the lead agency in the ground breaking 50 Lives 50 Homes project, deliver tenancy support services and assist some of Perth's most vulnerable individuals and families through the Ruah Centre.

Our commitment to the service area of Family and Domestic Violence remains strong through several safety programs and the operation of our Aboriginal women's refuge, Kambarang Place and family refuge, Harmony Place.

## ALLOCATION OF SERVICE FUNDS



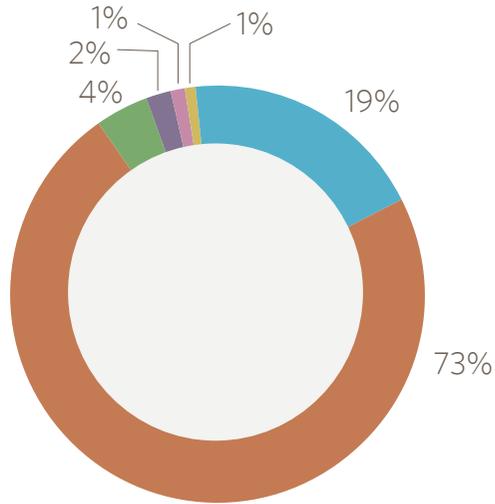
<p><b>Birak</b> Hot and dry</p>	<p><b>Bunuru</b> Hot with easterly winds</p>	<p><b>Djeran</b> Cool and enjoyable</p>	<p><b>Makuru</b> Wet and cold</p>	<p><b>Djilba</b> Cold with less rain</p>	<p><b>Kambarang</b> Warming as the rains finish</p>	
						
<p>Dec - Jan</p>	<p>Feb - Mar</p>	<p>April - May</p>	<p>June - July</p>	<p>Aug - Sept</p>	<p>Oct - Nov</p>	
		<p><b>Aboriginal Seasons of South Western Australia</b> Funded by Ruah Community Services and Department of Social Services</p>			<p><a href="http://www.ruah.org.au">www.ruah.org.au</a></p>	

An initiative of the Celebrating Noongar Culture Project.

## 2015/16 FINANCIAL PERFORMANCE OVERVIEW

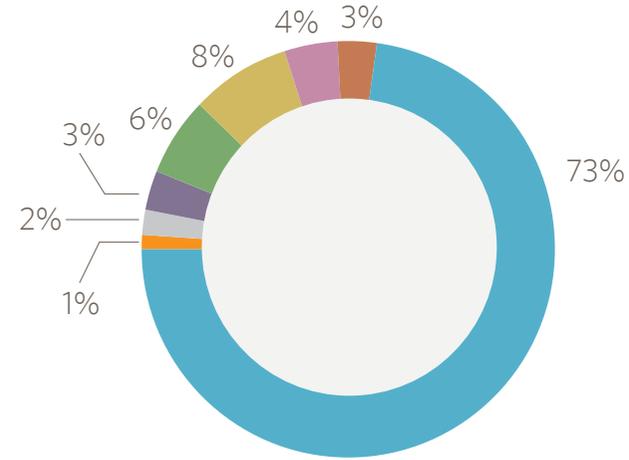
The financial result for Ruah Community Services for the 2015/16 year was a surplus of \$456,898, primarily reflecting donations received and interest income.

### INCOME



- Service Agreement (Commonwealth) Operating - Recurrent
- Service Agreement (State) Operating - Recurrent
- Grants - Other
- Donations received
- Interest - Unrestricted
- Other Income

### EXPENSES



- Salaries & Wages
- Employee support
- Non-employee labour
- Events & Activities
- Motor Vehicle
- Property, Facilities & Equipment
- Office & Executive
- Professional Services

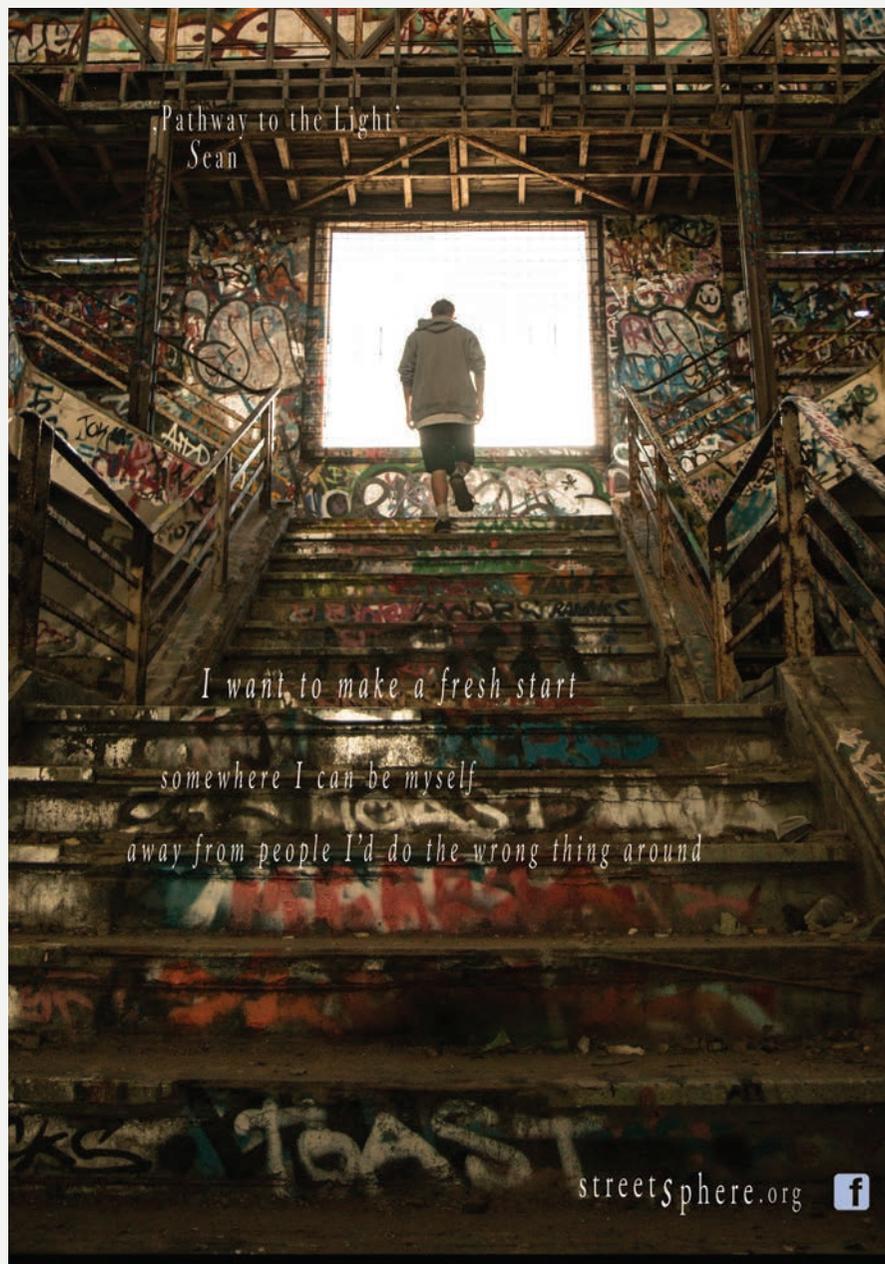
## LEADING INNOVATION THROUGH ADVOCACY

On 27 April 2016, we launched the third annual Perth Registry Week Report on Homelessness.

The report reveals some alarming statistics on Perth's most vulnerable individuals and families. In February, 307 homeless individuals were surveyed and, in a first, seven homeless families were also surveyed. The youngest child included in the survey was less than one month old. This report tells their stories and provides a firm foundation for future service planning.

On 15 June 2016, at the initiative of Ruah Community Services, several homeless service providers hosted a public roundtable to end homelessness. The event was attended by sector leaders, service providers, and 200 members of the community and politicians. Senator Rachel Siewert and Tim Hammond MHR and Member for Perth attended the forum.

This public forum invited politicians to outline their party's policies to end homelessness in Western Australia and respond to audience members questions in the lead up to the federal election campaign.



Banner for the Roundtable to End Homelessness.

## BOARD OF DIRECTORS

### Directors' Benefits

There were no Director benefits in the financial year ended 30 June 2016.

### Director Attendance

The attendance of Directors at Board meetings for the financial year ended 30 June 2016 were:

	Eligible	Attended
Lori Grech	11	11
Bettina McManus	11	11
Ken Pendergast	11	10
Dorothy Jones	11	6
Michael Tindall	11	5
Kim Schofield	11	5
Louise Ardagh	11	8
Louise Durack	11	8
Penny Fegan	11	11



## Information on Directors

Name:	<b>LORI GRECH</b>
Title:	Non-Executive Chairman
Qualifications:	Bachelor of Commerce
Experience and expertise:	Lori has 25 years' experience in human resources and change management within the public and private sectors. She is currently Managing Director of QL Management Consultants, which is a boutique consultancy offering a range of high impact people development and cultural change solutions. She has been a Board member of RUAH since 2009 and was previously on the Zonta Women's refuge board for 8 years
Special Responsibilities:	Chairperson of the Board , Member of the Constitutional Review Working Party

Name:	<b>BETTINA McMANUS</b>
Title:	Non-Executive Deputy Chairman
Qualifications:	Mcom, MBA, GAICD, FAIM, GCBusLaw, GIA(Cert)
Experience and expertise:	Bettina is a business advisor with 15 years' experience as a director and 7 years as an executive director in a small/ medium size company. She has fulfilled several Board and Committee roles in the NFP sector. Bettina's focus is governance, business coaching and business development. She previously spent many years with Woodside Energy Ltd in Company Secretariat maintaining the regulatory compliance of a large group of subsidiaries and administratively coordinated several committees. Bettina joined the Ruah Board in September 2012
Special Responsibilities:	Chair of the Constitution Review Group, Member of the Nominations Committee and the Governance & Risk Committee

Name:	<b>KEN PENDERGAST</b>
Title:	Non-Executive Director
Qualifications:	B Com, FCA, FAICD, F Fin
Experience and expertise:	Ken is a Partner in the Transaction Advisory Services division of Ernst & Young's Perth Office and a Director of Ernst & Young Transaction Advisory Services Ltd. Ken has over 25 years' experience in the accounting profession and has worked within the area of assurance, corporate finance and transaction specific services, including valuation and due diligence
Special Responsibilities:	Chairman of the Finance & Audit Committee and Member of the Governance & Risk Committee

Name:	<b>DOROTHY JONES</b>
Title:	Non-Executive Director
Qualifications:	BMBS DRACOG DA GDPH FAIM GAICD
Experience and expertise:	Dorothy has over 30 years hospital and health care experience. She has worked in senior clinical and medical executive roles in a variety of health care settings including rural and remote. Over the last 15 years Dorothy has pioneered the development of patient safety and clinical quality policies processes and monitoring and advocacy and now has a particular interest in working with the not for profit and community services sectors

Name:	<b>MICHAEL TINDALL</b>
Title:	Non-Executive Director
Qualifications:	MBA – Australian National University, UB / BA – University of Melbourne, Certificate of Project Management – Central TAFE
Experience and expertise:	Michael has 10 years' experience with the Australian Trade Commission, 4 years' experience as Consul-General for Australia in Milan, Italy, and 5 years' experience as Regional Director WA Australian Bureau of Statistics. General Management experience in a large and small public sector organisations – Business Strategy Planning, Business Plan Developments. Specialist business strategy consulting across the private and public sector
Special Responsibilities:	Member of the Finance & Audit Committee

Name:	<b>KIM SCHOFIELD</b>
Title:	Non-Executive Director (Resigned July 2016)
Qualifications:	DBA - Curtin University, MBA - UWA, FAHRI
Experience and expertise:	Kim has extensive experience in human resource management and capability development working in the UK Health Service, UK Local Government, and UK Private Sector and was previously a Deputy Commissioner of the WA State Government Public Sector Commission. Kim has a passion for the development of capability within organisations and within individuals and consults on a variety of human resource and learning development solutions. This includes the provision of specialist advice and services to organisations experiencing complex human resource issues, as well as learning and development initiatives. As a professional coach and member of the International Coaching Federation he provides coaching support to Executives and Managers who wish to grow and enhance their own skills to improve performance and effectively manage people

Name:	<b>LOUISE ARDAGH</b>
Title:	Non-Executive Director
Qualifications:	BA; Grad Dip Bus
Experience and expertise:	Louise has more than 25 years' experience in strategy & marketing leadership roles across banking, insurance, telecommunications and the automotive industry. Over her career, Louise has worked in a number of start-up businesses and spent 6 years in Shanghai, China where she headed up a sports and entertainment rights consultancy. Since returning to Perth, Louise has worked in senior marketing and strategy roles where the development of the customer experience is key. Louise served on the WAM (WA Music Association) Board for 4 years and is a Graduate of AICD. She commenced on Ruah's Board in 2015
Special Responsibilities:	Member of the Governance & Risk Committee and member of the Constitution Review Group

Name:	<b>LOUISE DURACK</b>
Title:	Non-Executive Director
Qualifications:	B.A, B.SW. Grad Cert Social Impact
Experience and expertise:	Louise has developed her professional expertise across the spectrum; from clinical social work to community and organisational development through to leading non-government organisations through significant change processes and as a political candidate for State and Federal government. Louise has held a number of positions in the public service and is currently Assistant Director, Community Services Procurement with the Department of Health WA. She has held positions on a number of boards and committees previously including working to establish the Social Worker of the Year awards with the Australian Association of Social Workers, UWA and Curtin universities. Louise is committed to ensuring organisations have the governance and organisational capacity to maximise their social impact. She commenced on the Ruah Board in 2015
Special Responsibilities:	Member of the Governance & Risk Committee

Name:	<b>PENNY FEGAN</b>
Title:	Non-Executive Director
Qualifications:	BSC(Hons), MBA, GAICD
Experience and expertise:	Penny currently works as Strategic Director for a nuclear medicine company in a dual role that also sees her establishing a research foundation arm to the business. Penny has practical experience as a management consultant of advising organisations on governance, strategy and risk. Prior to working in the corporate sector Penny had ten years' experience in the not for profit sector, and understands the challenges and gaps that can occur in this sector
Special Responsibilities:	Deputy Chair of the Board , Chair of the Governance & Risk Committee and Member of the Constitution Review Group

## CLIENT STORY

Jack lives with his elderly mother and is also heavily dependent on his twin brother. Jack has autism spectrum disorder and experiences major depression. When Ruah first met Jack he was an inpatient and presented with very low self esteem and found engaging in conversation difficult.

In working with Ruah, Jack has identified two goals. The first is to be supported to access the community through recreation and social support. The second is to develop and enhance his employability skills.

Since commencing with Ruah in February 2016, Jack has become an active member of the Ruah recreational weekly group activities, and has not missed a session. In this short period Jack has increased his interactions with other participants and more readily initiates conversations.



## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2016

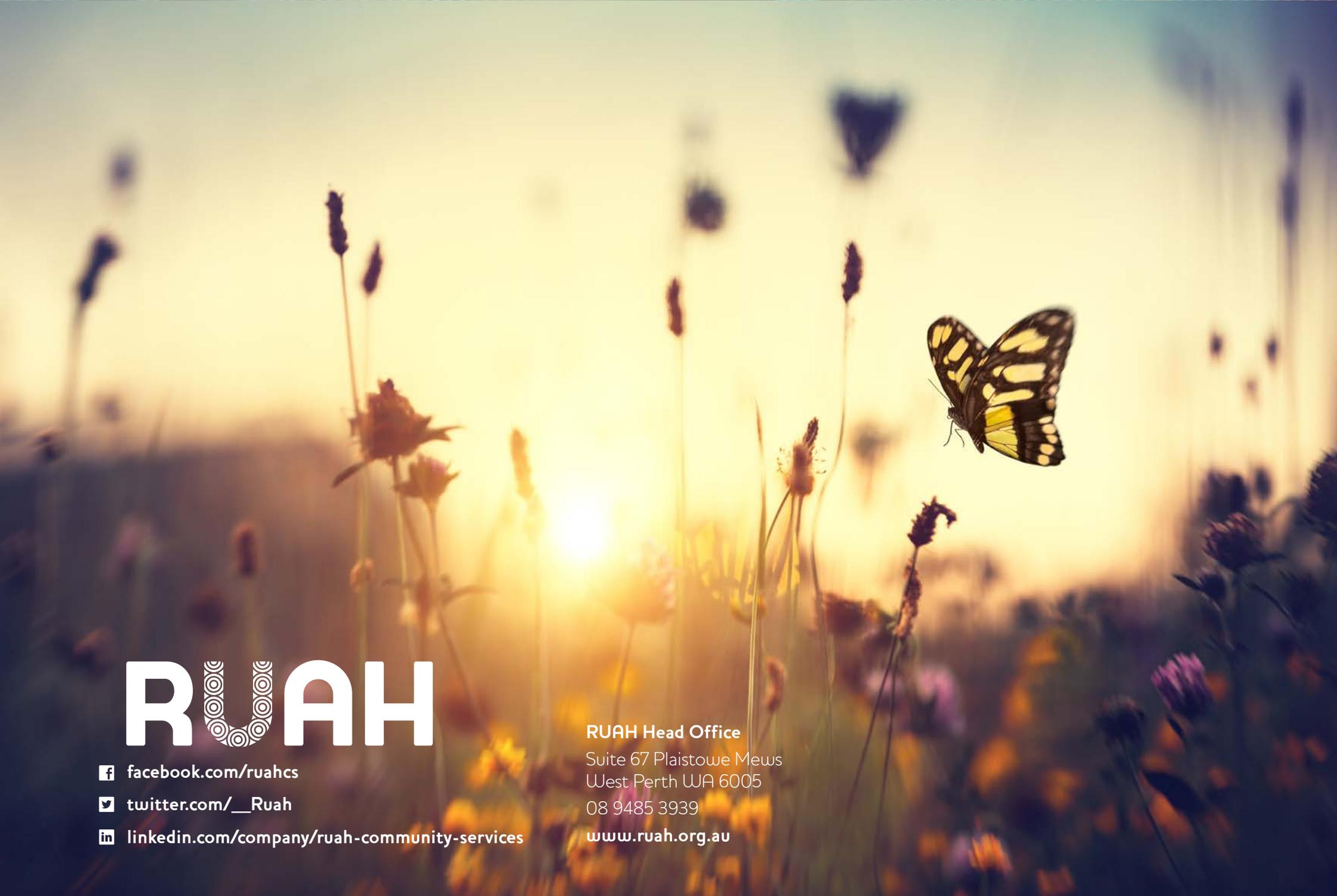
	2016	2015
	\$	\$
<b>Classification of income and expenses by nature</b>		
Revenue	18,846,681	17,828,492
Depreciation expense	(284,297)	(329,607)
Employee benefits expense	(13,306,496)	(12,169,434)
Other expenses from activities	(4,798,990)	(4,947,188)
<b>Net surplus for the year</b>	<b>456,898</b>	<b>382,263</b>
<b>Other Comprehensive income</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>456,898</b>	<b>382,263</b>

Detailed financial statements can be downloaded from the Australian Charities and Not-for-Profits Commission (ACNC) website - [www.acnc.gov.au](http://www.acnc.gov.au)

## STATEMENT OF FINANCIAL POSITION

As at 30 June 2016

	2016	2015
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	12,655,230	9,179,838
Receivables	31,197	397,987
Other assets	788,706	527,023
<b>Total Current Assets</b>	<b>13,475,133</b>	<b>10,104,848</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	5,797,246	7,431,927
<b>Total Non-Current Assets</b>	<b>5,797,246</b>	<b>7,431,927</b>
<b>Total Assets</b>	<b>19,272,379</b>	<b>17,536,775</b>
<b>Current Liabilities</b>		
Payables	919,960	454,592
Provisions	1,298,436	1,467,569
Unused funds	1,854,465	986,894
<b>Total Current Liabilities</b>	<b>4,072,861</b>	<b>2,909,055</b>
<b>Non-Current Liabilities</b>		
Provisions	744,307	629,407
<b>Total Non-Current Liabilities</b>	<b>744,307</b>	<b>629,407</b>
<b>Total Liabilities</b>	<b>4,817,168</b>	<b>3,538,462</b>
<b>Net Assets</b>	<b>14,455,211</b>	<b>13,998,313</b>
<b>Equity</b>		
Capital reserve	8,338,190	8,338,190
Accumulated surplus	6,117,021	5,660,123
<b>Total Equity</b>	<b>14,455,211</b>	<b>13,998,313</b>



# RUAH

 [facebook.com/ruahcs](https://facebook.com/ruahcs)

 [twitter.com/\\_Ruah](https://twitter.com/_Ruah)

 [linkedin.com/company/ruah-community-services](https://linkedin.com/company/ruah-community-services)

## RUAH Head Office

Suite 67 Plaistowe Mews  
West Perth WA 6005

08 9485 3939

[www.ruah.org.au](http://www.ruah.org.au)