



RUVAH

COMMUNITY SERVICES

Open Hearts. Bold Strides.

ANNUAL REPORT 2018

RUAH

COMMUNITY SERVICES

Open Hearts. Bold Strides.

We are all better off, as a community, as a society, if we are all connected.

We need the disconnected and the vulnerable as they need us. They are us. We, but for advantages of birth or circumstance, are them – human hearts, in need of human connection and meaning in their lives. There is more that unites us than divides us, yet the most disadvantaged are stigmatised, without a voice for change.

Change does not come easily. We take our legacy and inspiration from the bold, courageous individuals from as far back as the 17th century doing what nobody else dared. Not because it was asked of them but because it was right and it was needed. Today Ruah will not meander in our pursuit of measurably transforming lives. We go boldly toward not just helping people experiencing homelessness, but ending homelessness. Ending domestic violence. Changing the lives and creating opportunities for those experiencing mental health issues. We choose to work with the most vulnerable, the most challenged – because it's difficult, because this makes a difference.

What we fulfil in our clients, we nourish in ourselves. By wrapping around our clients, we navigate the system or change it, based on what they need, on their terms. We keep moving, we overcome the complex, change the rules, challenge the systems. Ruah delivers not just what clients expect but what clients deserve. And they deserve what you deserve.

Open your heart. Embolden your stride. Ruah



CONTENTS

Vision, Mission, Values	4
About Ruah	5
Highlights	6
Chair and Chief Executive Report	8
The Year in Review	10
Statistics and Information	11
Housing and Homelessness	12
Mental Health and Wellness	16
Family Services	18
Corporate Services	20
People Development	22
Board of Directors	24
Financial Performance	26

Ruah Community Services is a Western Australian-based community organisation providing quality services in the areas of housing and homelessness, family and domestic violence and mental health. In the delivery of our services we draw on the foundations of St Louise de Marillac, who founded the Daughters of Charity with St Vincent de Paul in the 17th century. This includes maintaining the 383-year-old tradition of service delivery in the community through our unique outreach models of care.

OUR DRIVERS

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

Guiding Principles

Collaboration
Environmental sustainability
Aboriginal recognition and reconciliation
Welcoming diversity
Client-focussed
Enhancing civil society



ABOUT RUAH

Ruah Community Services is a Western Australian-based community organisation that works to empower vulnerable and disadvantaged people so they can create meaningful change in their lives. We do this by providing quality support services in the areas of housing and homelessness, mental health and family and domestic violence.

Ruah has a committed team of 260 professionals with skills and experience in the areas of social work, peer support and corporate services. They work from nine locations in the metropolitan area from Stirling to Mandurah and two regional locations in Geraldton and Albany, though much of our most effective work is achieved in the field, working directly with clients in their homes, and on the streets.

In the delivery of our services we draw on the foundations of St Louise de Marillac, who founded the Daughters of Charity with St Vincent de Paul in the 17th century. This includes maintaining the 383-year-old tradition of service delivery in the community through our unique outreach models of care.

In our approach to all our work, we strive to acknowledge the innate dignity of every person, be compassionate and non-judgmental, responsive to the realities of the time, resilient and unafraid of socio-political advocacy.

With this self-understanding and incorporating evidence-based good practice in service delivery, Ruah Community Services pursues:

- an inclusive person-centred approach based on the acceptance of all people;
- holistic care which respects the physical, mental, spiritual, social and emotional needs of people;
- mutuality in service, which is expressed in 'working with' and not 'working for', our clients;
- promotion of community development, social participation and citizenship is integral to the provision of social service;
- humility in service delivery that is grand in aspiration, committed to quality but open to performance review and change; and
- responsible stewardship of the resources at its disposal so as to care for the earth, all creatures and the future.

In the year ahead, Ruah will continue to implement its Strategic Plan 2016-2019 with an ongoing focus on building organisational capacity to expand our reach, and individual and community capacity and resilience.



HIGHLIGHTS

In 2017-18, Ruah Community Services marked and celebrated a number of key milestones and highlights in service delivery.

Successfully piloted the Primary Care at Home and Choices projects – two innovative new programs that operate collaboratively with organisations from outside the community services sector to better support vulnerable and disadvantaged clients.

The 50 Lives 50 Homes campaign moved closer towards housing 150 people with a sustained tenancy rate of 86% for people housed for at least one year, further demonstrating the effectiveness of the 'Housing First' model. Housing First is a recovery-oriented approach to ending homelessness that centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed.



Expanded its Early Episode Psychosis services with a successful application for funds from the WA Primary Health Alliance. Ruah commenced delivery of an Early Psychosis Youth Service – Functional Recovery for young people aged 12-to-25 years in the Perth-South region in June 2018.

Opened new offices at Subiaco, Fremantle, Rockingham, Geraldton and Cockburn, creating more modern, accessible and welcoming spaces for our clients and visitors to Ruah, and more efficient, collaborative work spaces for Ruah team members.





Welcomed endorsement from Reconciliation Australia for our Reconciliation Action Plan, Innovate 2018 - 2020. The plan details Ruah's commitment to Aboriginal and Torres Strait Islander health, wellbeing and reconciliation over the next two years.

Celebrated 20 years of the Ruah-PaRK Partnership Early Episode Psychosis program – a successful example of a public/non-government community mental health initiative.

Commenced the Belmont SafeGuarding Families Advocacy Service, a collaborative initiative between Ruah, City of Belmont and the Belmont Police that provides information, advice, referrals, informal counselling, risk assessment and court advocacy support for victims of family and domestic violence in the City of Belmont.

Prepared for accreditation under the National Mental Health Standards and National Safety and Quality Health Standards, creating an improved culture of safety and quality across the organisation.

Commenced Personalised Support service provision in Albany through a colocation arrangement with community services agency CHORUS.

Coordinated the Ruah Creative, an art and photography exhibition featuring creative works from Ruah's housing and homelessness clients displayed in the city during National Homelessness Week. The exhibition captured the stories of people living rough on Perth's streets providing a unique insight into our city through the eyes of its growing homeless population.



CHAIR AND CHIEF EXECUTIVE REPORT

Disruption and the opportunities presented by change have been constant companions for the Board as it has guided Ruah over the last 12 months. The story of who we are continues to provide a solid foundation to support critical decision making in relation to future growth strategies, partnerships and strategic alliances.

The adoption of the NDIS - National model by WA has seen further change to government structures and provided greater clarity to community sector agencies as they navigate its impact. Ruah has worked diligently over the last 12 months responding to the impact of the NDIS in mental health service delivery and the challenges it presents both at an organisational and sector level.

Innovation has long been a hallmark of Ruah, and this financial year has been no exception. The 50 Lives 50 Homes Collective Impact Project released its second snapshot report. As at the end of June 2018, the 'Housing First' project had provided homes to 147 people, with 86% of people housed retaining their tenancy one year after being housed. The data is compelling and yet simple - providing a safe stable home improves people's lives, enabling them to thrive and ending homelessness. This initiative was the recipient of the Mercy Foundation "Cath O'Leary Social Justice Award" during this year. As a key strategic deliverable, collaboration with the partner agencies in this project is a testament to Ruah, and the sector's commitment to collectively partnering to solve complex social issues. Ruah's strong governance and risk framework enables the Board to be confident in discharging its compliance and performance responsibilities and provides the right internal conditions for innovation, courage and boldness.

Collaboration and partnership continue to be key ways of governing and operating at Ruah. Collaboration between the Board and the Executive saw the identification of Ruah's strategic risks and the associated strategic risk register. This culmination of work over the last two years has resulted in a comprehensive approach to the identification and management of risk, to ensure the safety and wellbeing of our people, resources and community.

Quality service provision has continued to be a focus for Ruah with ongoing work towards accreditation against the National Safety and Quality Health Standards for Community Health Services in the latter part of 2018. The Board has championed this work and its contribution to ensuring Ruah's strong quality service governance and provision for the people with whom we work. Ruah has conducted a review of its Housing and Homelessness services and will, later in 2018, complete the review of our Family Services. Service reviews will provide a firm building block for the development of Ruah's new strategic plan in 2019. Ruah's strength in quality service provision has seen the continuation and further development of our new mental health services; Early Episode Youth Psychosis and Choices (peer mental health) and Primary Care at Home. The purchase of a new residential property in Geraldton to provide appropriate respite and support services to those experiencing mental health issues will enhance Ruah's contribution to regional support.

Recognition and reconciliation for our Aboriginal people took another step forward at Ruah with the launch of the Innovate Reconciliation Action Plan 2018-2020, coupled with our continued work alongside Ruah's elders, Aunty Louise Hansen, Uncle Percy Hansen and Aunty Joanne Corbett, in the Moving Forward Project. This provides confidence to the Board, and, we hope, the wider community, that our services are accessible to, and accessed by, Aboriginal people.

“They say it takes a village to raise a child. The success and work of Ruah is made possible because of the trust and confidence that our clients offer us, the guidance and support of management and executive and the oversight role of the Board. Without all these, nothing is possible; with all these the impossible is possible. Our thanks and appreciation to clients, staff and Board. //”

As we end another year’s reflection on our unfolding story, the words of our manifesto resonate clearly.

What we fulfil in our clients, we nourish in ourselves. By wrapping around our clients, we navigate the system or change it, based on what they need, on their terms. We keep moving, we overcome the complex, change the rules, challenge the systems. Ruah delivers not just what clients expect but what clients deserve. And they deserve what you deserve.

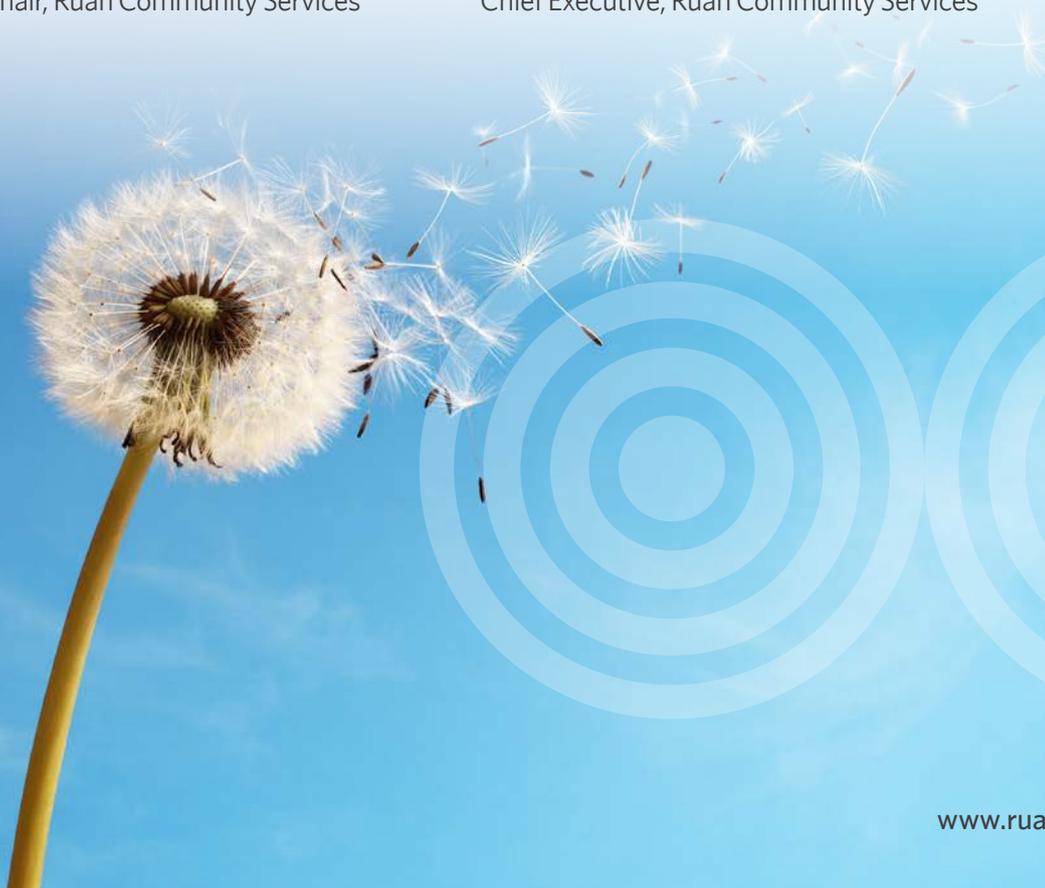
Open your heart. Embolden your stride. Ruah



Penny Fegan,
Non-Executive Chair, Ruah Community Services



Debra Zanella,
Chief Executive, Ruah Community Services



THE YEAR IN REVIEW

In the context of significant change in the community services sector, Ruah has made good progress over the past year in building organisational capacity, improving our service delivery, and expanding the reach of our support services to an even broader range of Western Australians.

Developing additional internal capacity and capabilities and working in collaboration with other leading organisations in the sector are two key strategies designed to help meet increasing demand for support services that make a real difference to the community and, in doing so, demonstrate value to funders.

Ruah has been a strong voice and active participant in forums working to shape the sector including the WA Alliance to End Homelessness and Shelter WA, the WA Association of Mental Health and the WA Council of Social Services and the Supporting Communities Forum. These forums amplify Ruah's voice, giving us a state-wide presence and allowing us to contribute to state-wide agendas, including all important system reform.

We also continued to contribute to sector events highlighting major issues confronting the sector and the wider community. These included National Homelessness Week; Mental Health Week and family and domestic violence events such as the Silent Domestic Violence Memorial March. Ruah also encouraged information-sharing and innovation through its support of the WA Mental Health Conference and the WA Tenancy Conference, and was also pleased to take part in the WA Council of Social Services Conference.



At Ruah, our core focus is always on our clients and how best to identify and meet their needs. To help achieve our strategic objective of empowering individuals to participate in the community and achieve their personal aspirations, Ruah established a new Engagement Team and streamlined our client intake process during the year. This means a single point of entry for people seeking to access support with the newly-formed team assessing new referrals, engaging clients and offering them easy links to internal and external services.

We have also become more considered in how we work with clients, using co-design and co-production framework to develop solutions and best respond to identified needs.

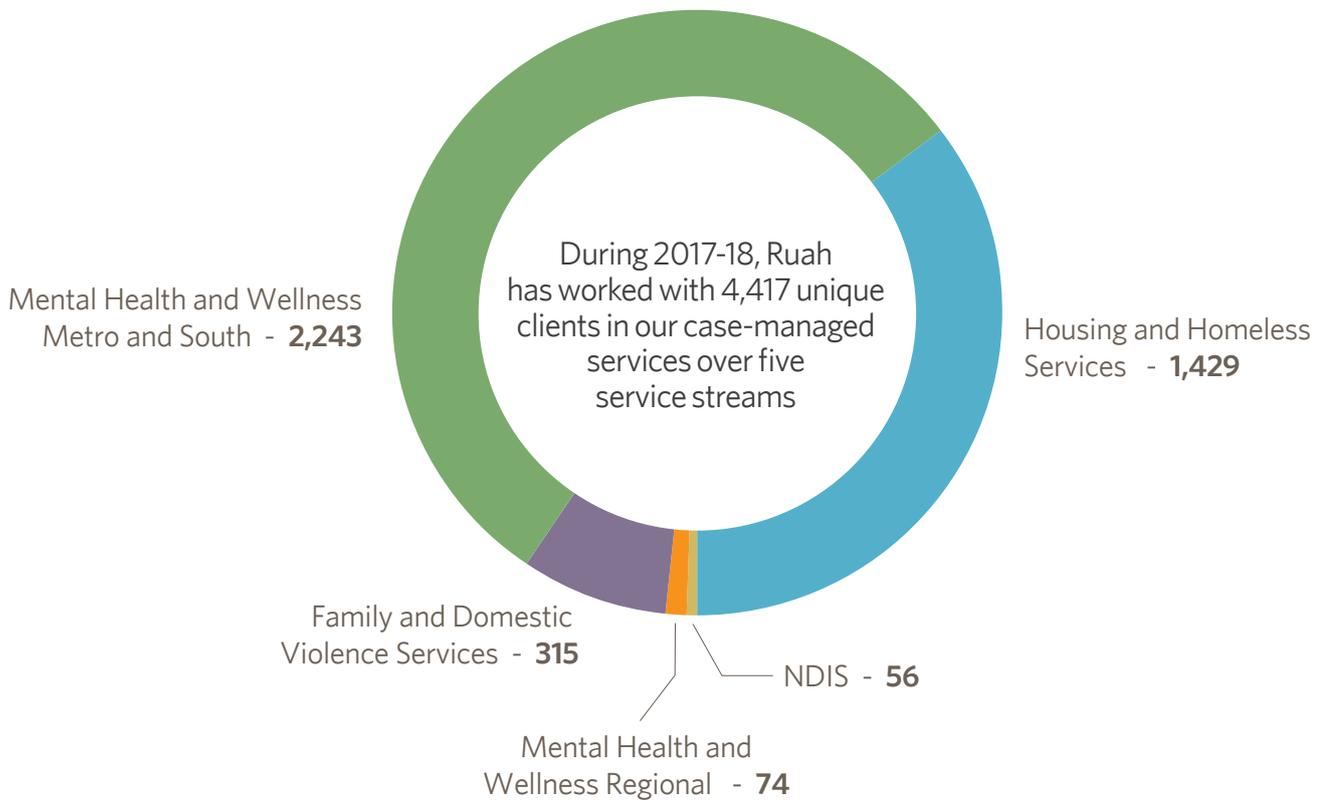
In 2017/2018, Ruah also opened new offices in Fremantle, Geraldton, Rockingham and Cockburn, providing a more welcoming and modern space and increasing capability to deliver better client services in catchment areas.

The opening of these new offices coincided with the introduction of new technology that allows our staff to work from any Ruah office or on-the-move providing services to clients where they are needed.

Ruah's corporate office was also re-located to Subiaco in March 2018, providing a strong environment and foundation to facilitate a high-functioning and efficient corporate service capability across the organisation, delivering projects aimed at improving business.

At year-end, Ruah was a much-improved organisation – better placed to serve our clients and advance our leadership role in the sector. There are significant challenges ahead and we will continue to work toward a community where there is ready access to high-quality support services that provide the opportunity for people to flourish and create meaningful change in their lives.

STATISTICS AND INFORMATION



Family Services managed an additional 4,849 individual instances of incident triage in our Safe at Home services during the year.

Ruah metropolitan and regional office locations

Head Office (Corporate)
255 Hay Street,
Subiaco

Cockburn (EPYCentre only)
E5-E6 /817 Beeliar Dr,
Cockburn

Fremantle
5 Norfolk Street,
Fremantle

Geraldton
16 Felicia Street,
Rangeway

Maddington
1917 - 1923 Albany Hwy,
Maddington

Mandurah
2/116 Pinjarra Road,
Mandurah

Northbridge (Ruah Centre)
33 Shenton Street,
Northbridge

Rockingham
2B/1 Robinson Rd,
Rockingham

Stirling
5/ 49 Cedric Street,
Stirling

HOUSING AND HOMELESSNESS

Ruah's work to address homelessness in Perth and the critical need for additional housing opportunities for vulnerable people has been undertaken in six programs split between those addressing homelessness and those designed to support people in rental housing:

- The Ruah Centre
- Street to Home
- 50 Lives 50 Homes
- After Hours Support Service
- Support and Tenant Education Program
- South East Tenancy (helping families in the south-east metropolitan corridor of Perth)

During the year, these services were reviewed to assess how they might operate better together to support people at different stages on the homelessness continuum – from people at risk of losing a tenancy through to people for who have been sleeping rough over the long-term.

As a result of the review, an integrated delivery framework that brings together the two service streams into a single Housing and Homelessness division was developed, facilitating much greater sharing of expertise and co-management of services.

This allowed for co-management across service areas and sharing of processes, delivering better efficiency and maximising the strengths of the teams.

The Street to Home and 50 Lives 50 Homes programs have continued to demonstrate encouraging results in supporting Perth's most vulnerable rough sleepers into stable accommodation.

The 50 Lives 50 Homes program is a collaborative program led by Ruah and involving 28 partner organisations from a range of sectors. It takes a 'Housing First' approach which means working quickly to house people and combining that with services to help reduce the risk of returning to homelessness. It is generously funded by the Sisters of St John of God and WA Primary Health Alliance.

At year end, the University of Western Australia's Centre for Social Impact was completing its second-year evaluation which was published in September 2018. It showed that, as at 30 June 2018, the program had housed 147 people with an 86% retention rate¹.

The success of the 50 Lives 50 Homes program to date – housing people faster than they would be on the public housing waitlist – has given Ruah added credibility as an advocate for action on homelessness in Western Australia.

In April 2018, the WA Alliance to End Homelessness, of which Ruah is also a member, launched a 10-year strategy to end homelessness and, later in the year, attracted a \$750,000 Lotterywest grant for the strategy's implementation.

Ruah's Chief Executive Debra Zanella, also co-chaired the State Government's Supporting Communities Forum Working Group on Homelessness which provided advice on the development of the State Homelessness Strategy.

At an individual organisational level, the Ruah Centre in Northbridge – a place for homeless people to drop in for rest and relaxation, information, a shower and something to eat and drink – continued to play a critical role in supporting the immediate needs of our rough sleeping community. Minor refurbishments were made to the Centre during the year to better accommodate our new combined outreach team.

Ruah has also worked with other day centres in metropolitan Perth with a view to working more closely to deliver better results for our clients in the year ahead.

The Support and Tenant Education Program (STEP), which provides tenancy support and education to public housing tenants in metropolitan Perth who are at risk of losing their home, was approaching the end of its existing five-year funding period at year-end.

In April and May 2018, the Department of Communities hosted a series of briefing sessions to provide information about a new Request for Tender available to non-government organisations wishing to partner the Government in the delivery of a new program called Thrive. Thrive builds on STEP, but has a stronger focus on early intervention. Ruah is part a consortium which submitted a response to the invitation.

The South East Tenancy team provides a free mobile service that continued to support individuals and families at risk of losing their private tenancies in the South East metropolitan corridor. In the year ahead, Ruah will continue to work with the Department of Communities in a bid to achieve continued and sustainable funding for this service.

¹ Vallesi S, Wood NJR, Wood L, Cumming C, Gazey A, Flatau P. 50 Lives 50 Homes: A Housing First Response to Ending Homelessness in Perth. Second Evaluation Report. Centre for Social Impact: University of Western Australia, Perth, Western Australia. 2018.



Ruah Chief Executive Debra Zanella speaking at a Parliament House event recognising the achievements of 50 Lives 50 Homes.

Ending homelessness together through a 'Housing First' approach

Traditionally, people experiencing homelessness were expected to address the issues that led to their homelessness, such as mental illness or addictions, before they were housed.

50 Lives 50 Homes was commenced in 2015 and uses a 'Housing First' approach, where the priority is to quickly move people experiencing homelessness into appropriate housing. Housing First programs are based on a belief that permanent housing is a basic human right. They respect client choice; take a harm reduction approach; provide a stronger platform for education and employment, and for transitioning out of support services.

This approach advocates that people experiencing homelessness are better able to access support and achieve long-term positive outcomes from the stability of a home.

With 50 services delivered collaboratively by 28 organisations from the homeless, health, housing, government and community sectors, 50 Lives 50 Homes has again, during the past year, proved to be a successful example of a Housing First approach in the Perth metropolitan area

An evaluation of the program's second year by the University of Western Australia's Centre for Social Impact was nearing completion at the end of the year and will share learnings and further inform the development of the campaign in the year ahead.

The second evaluation was released in September 2018 and demonstrated outstanding social and economic outcomes including a significant reduction in pressure on the State's health and justice services, and significant savings in both those key areas.

The evaluation reports are an important tool for Ruah in demonstrating the efficacy of the Housing First approach. They also help maintain the focus of policy makers and the community on the critical issue of homelessness. In the year ahead, Ruah will continue to seek increased funding to expand the reach of the 50 Lives 50 Homes campaign to improve the lives of even more vulnerable people.



50 Lives 50 Homes – Bill’s Story:



Bill is 46 years old and known to most hospitals, mental health and homelessness service providers due to long-term homelessness and an extensive history of self-harm and suicide attempts.

Bill came to Perth from New South Wales to try to secure a job and seek refuge from his former associates. However, he did not find a job, became homeless and has not had accommodation for more than three years.

Bill has diagnoses of cluster B personality disorder, schizophrenia, poly-substance abuse and acute depression. He was initially unwilling to engage with any support program and refused to take any medication, despite his mental health diagnosis. He often

experienced psychotic episodes and required hospital admission under psychiatric observation.

One of the services participating in the 50 Lives 50 Homes program engaged with Bill for about three months while on outreach in inner city parks to build rapport. Bill eventually agreed to work with a case manager and participate in 50 Lives 50 Homes. He received support to link in with specialist services, apply for Centrelink, obtain identification documents and apply for public housing, before eventually moving into his house.

A month into his public housing tenancy, Bill was unhappy with the side effects of his medication and stopped taking them. Despite encouragement from his 50 Lives 50 Homes support network, Bill continued to refuse and his mental health deteriorated. He rejected further support, cut off the automatic deductions from his Centrepay payments, and returned to the streets.

Instead of letting the tenancy lapse, 50 Lives 50 Homes made sure the housing provider understood Bill's situation and that he was still receiving support and encouragement to return to the property.

After three weeks on the streets, Bill was ready to accept support. His medication was changed, his mental health improved and he returned to his home where he set up a payment plan to clear his rental arrears.

He is now working with five different partners in 50 Lives 50 Homes, including Ruah Intensive Housing. Together, they are supporting him to improve his life skills, engage in activities and regularly take his medication.

He has regular contact with his family and is keen to take up volunteering, possibly with the Salvation Army. Bill is also keen to become literate and numerate, and reports feeling safe and mentally stable in his accommodation.



Image does not represent a 50 Lives 50 Homes house

MENTAL HEALTH AND WELLNESS

Ruah Mental Health and Wellness services provided quality evidence-based support to more than 2,300 people across the Perth metropolitan area and the Midwest during the year. In 2017, services were also extended to Albany in the Great Southern.

The year marked 20 years of Ruah's very successful partnership with the Peel and Rockingham Kwinana Health Service (PaRK) in delivering the PaRK Partnership Early Episode Psychosis program (EEP). The program is a good example of how effective such a public sector/ non-government partnership can be in addressing mental health issues in the community. A silent achiever, the EEP program is a positive, evidence-based program achieving transformational change, and could be more widely implemented across the mental health sector for the benefit of the Western Australian community.

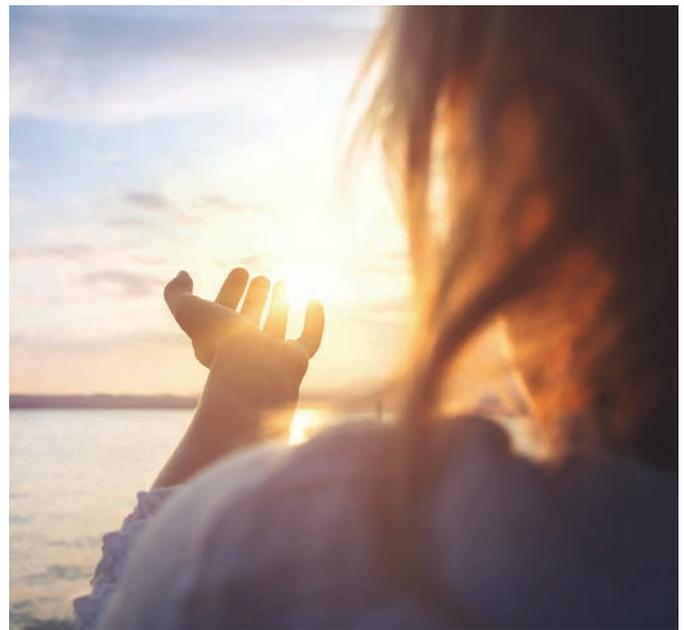
In December 2017, Ruah was delighted to be awarded a tender by the WA Primary Health Alliance (WAPHA), enabling us to increase our service footprint in this area. The new Early Psychosis Youth Service - Functional Recovery (EPYS), for young people aged 12-to-25 years, commenced delivery in the Perth South region in June 2018.

During the year, Ruah also piloted two new and innovative programs that operate collaboratively with organisations from outside the community services sector in order to better support vulnerable and disadvantaged clients.

The Primary Care at Home Project (previously Improving Access to Primary Healthcare) is provided in the Perth metropolitan area through a partnership between Ruah and Silver Chain, and is funded by WAPHA. The service is available to vulnerable and disadvantaged people who do not have, or have limited, access to primary healthcare to meet their needs.

Primary health care is delivered by Silver Chain nurse practitioners in the client's place of residence, whether that's a home, hostel or community residential facility. To be eligible for the service, individuals must be engaged with a community organisation (at year-end, Ruah, Richmond Wellbeing or Silver Chain) and have a chronic condition and health needs that are not being met.

Ruah's Choices Program, also funded by WAPHA, is a peer-based program aimed at reducing repeat presentations to hospital emergency departments and the Perth Watch House. The program supports vulnerable people presenting with unmet psychosocial needs to the emergency departments of Royal Perth Hospital and Rockingham General Hospital, and the Perth Watch House.



“Over the duration of my involvement in Ruah's Mental Health and Wellness program, these like-minded individuals willing to give their time and energy into improving my quality of life have created a profound impact. They succeeded and strived where many other specialist services, physicians and individuals failed. Recognising me as an individual and not as a patient, they worked to realign my daily routines and existing rehabilitation with my core values and ideologies, giving purpose to those activities once seen as remedial and non-essential. I was able to take back control of my life and regain drive and motivation, once long forgotten!”

Roger, Ruah client



COMMUNITY SERVICES

Open Hearts. Bold Strides.

Ruah supports the LGBTI community

Continued exclusion and discrimination are key contributing factors to poor mental health outcomes in LGBTI communities.

Ruah was pleased to be one of the early advocates in the non-government sector for a 'YES' vote in the Marriage Equality Survey held between 12 September and 7 November 2017.

The move to legalise same-sex marriage in Australia was an important step in reducing discrimination and a description of what drives Ruah in its support for such reforms is found in our guiding manifesto:

'We keep moving, we overcome the complex, change the rules, challenge the systems. Ruah delivers not just what clients expect but what clients deserve. And they deserve what you deserve.'

Silence is not an option when the long-term wellbeing of a significant and valued community is at risk. This was a good example of where we needed to 'change the rules' and 'challenge the system' to achieve sustainable outcomes for our clients - and many others. Ruah's support for the YES campaign was an opportunity to demonstrate 'open hearts' and 'bold strides'.

Ruah's support included incorporating rainbow colours into its digital media during the campaign and staff participation in marquee PrideFest month events including the Pride Parade and the Fairday stall event.



Ruah staff participating in the Pride Parade 2017

FAMILY SERVICES

Ruah's Family Services focus on supporting the journey of women and children experiencing Family and Domestic Violence (FDV). We provide accommodation, case management, safety planning, risk assessment, court support, education and advocacy services to women and children experiencing FDV.

Family Services delivers on Ruah's strategic objectives of 'ending homelessness' and 'thought leadership'. The Ruah team works with clients to manage and resolve the impact and experience of violence and abuse on their families, intimate relationships and communities. Services include residential crisis accommodation for single women and women with children through the Harmony Place refuge and the Aboriginal Women's Kambarang Place refuge, as well as support for individual women and their children to stay safely in the family home.

A key achievement for Family Services in the year past was a new program, Belmont SafeGuarding Families Advocacy Service, introduced in August 2017. This initiative is a collaboration between Ruah, City of Belmont and the Belmont Police and provides information, advice, referrals, informal counselling support, risk assessment and court advocacy support for victims of FDV residing in the City of Belmont. By 30 June 2018, this service had already provided support for 79 women and children.

Ruah commenced a review of its Family Services in March 2018 and this included mapping the client journey and theories of change for all our services. Core outcomes were identified around client safety and harm-prevention (from the perpetrator), prevention of domestic violence-related homelessness, and access to ongoing FDV support and services in the community. Important data collection points in the client journey were identified and tools to support service-level outcomes measurement and data collection will be implemented in the year ahead.

Ruah will also be undertaking the Voices for Change Survivor Media Project in the year ahead, with funding from Our Watch - a partnership between lead agency, Ruah Community Services, and associate agency, Patricia Giles Centre. The project will offer victim-survivors accessing both agencies opportunities to safely share their personal stories with a range of community and media audiences. Victim-survivors will be supported in telling their stories using a phased approach supported by a project advocate.

Harmony Place

At Ruah, we pride ourselves on putting the client at the centre of everything we do. Whether it's recovery planning, goal setting or safety planning, placing the client as the expert of their own experience can have profound and immediate effects on their outcomes. A good example of this came from our Family Services team, working with an extreme risk situation that required leadership support and 'outside the box' creative thinking to act fast and effectively.

After the Family Services team encountered this family it was apparent that the situation they were facing was unlike most they had seen. Their work began with an assessment of the perpetrator, developing a profile of the pattern of behaviours that would underpin all safety planning strategies. This involved placing the survivor as the 'expert' of her experience, drawing from her experience and tailoring their planning to meet the needs of the situation. It quickly became apparent that moving this family would not have increased safety, but rather amplified the situation and made it worse.

Instead of relocating the family, steps were taken in collaboration with WA Police, security agencies, our Executive leadership team and Board to provide resources that would effectively meet the needs identified in the safety planning and consider the profile of the perpetrator. With 'outside of the box' thinking, and a collaborative approach to service delivery, the client and her family are now on track to living a safe life, free from violence.

"I just want to (say) thank you to Holly, the Chief Executive and everyone for all your support that you have given to me and the children. You have given us something that can never be replaced - a secure new life. Thank you so much."

The Hidden Life Exhibition

The Hidden Life Exhibition showcased the eye-catching and emotive artworks of former Ruah client, Chamari Liyanage – a woman who uses her experience with domestic violence as a driver to challenge people’s perceptions of domestic violence and create a world in which we are all united.

Co-organised by Ruah Community Services and the City of Belmont, the exhibition was held in the Ruth Faulkner Public Library coinciding with International Women’s Day 2018.

A breakfast was also held to open the exhibition at the City of Belmont Civic Centre; attended by State Members of Parliament, City of Belmont Councillors, and people working within the the family and domestic violence sector.

“My work is from my past experiences and emotions but also from listening to many others who are going through, or have witnessed, family and domestic violence,” Ms Liyanage said.

“I believe that art is a powerful medium to tell our hidden stories to the rest of the world and to initiate the discussion and also to show that there is hope for people who go through it, hope for positivity and a better future,” she said.

“I want to focus on raising awareness; on recognising the hidden dimensions of family violence; and the importance of primary prevention – and also to let society know that there are many great services available to support people.”



Former Ruah client, Chamari Liyanage, with City of Belmont Mayor Phil Marks, Community Services Minister Simone McGurk and Ruah Chief Executive Debra Zanella.

CORPORATE SERVICES



City of Stirling Mayor Giovanni Italiano, Member for Balcatta David Michael MLA and Member for North Metropolitan Region Tjorn Sibma MLC assisting with the opening of Ruah's new Stirling office.

Facilities Management

Facilities Management continued to spearhead the transition and modernisation of Ruah offices throughout the year. In 2017/18, Ruah opened new offices at Subiaco, Fremantle, Rockingham, Geraldton and Cockburn.

The new offices provide a more welcoming and modern space for our staff to work in and deliver improved accessibility for client visits.

In 2018, Ruah also completed the purchase of a four-unit building in Geraldton to provide Mental Health residential respite services. The new facility is scheduled to open late in 2018.

During the year, a 15-year Facilities Management Plan was developed to increase client and staff safety, improve efficiency and comply with legislation.

Implementation by year-end included:

- upgrading CCTV security at all sites;
- installation of a fire detection system at Harmony Place and Kambarang Place;
- introduction of single swipe card access for all locations; and
- restoration of the roof at our Harmony Place refuge.

Information Technology

During the year, Ruah became a truly mobile service with the roll-out of laptops and other mobile devices for all staff, allowing them to work on-the-move and across all Ruah locations.

To complement this, Information Technology moved our operating system to the cloud using Office 365. We have also developed various dashboard reports which allow management and staff to access performance and statistical data in a live environment.

Communications and Partnerships

Communications and Partnerships continued to enhance Ruah's reputation as a leader in community service provision. One of the ways we did this was by organising several successful advocacy events, including the 50 Lives 50 Homes milestone event at Parliament House.

Creating opportunities to empower our clients was a key driver of our work. During the year, we staged 'The Ruah Creative', an art and photo exhibition highlighting the works of Ruah Centre clients, during National Homelessness Week. We also partnered with the City of Belmont to launch 'The Hidden Life', a series of artworks by former Ruah FDV client Chamari Liyanage, as part of International Women's Day celebrations. Both exhibitions challenged community perceptions of homelessness and FDV and used art as a medium to tell inspirational stories of courage and resilience, and portray hope of a better future.

Enhancing Ruah's digital presence was also a key achievement, with the development of a new website and production of new corporate audio-visual content. As a result of our efforts to use social media to provide an interactive communication platform, our Facebook, Twitter and LinkedIn accounts experienced 60% growth in the total number of followers.

Ruah worked to further develop its key strategic relationships during the year, including those with government, peak bodies, social services providers, consumer groups, Aboriginal groups and communities, and the wider community.

Engagement with these stakeholders is an integral part of our business operations and inherent to our core values. We ensure that their views are considered in our planning and operational activities. In keeping with this, during the year, a new Stakeholder Engagement Plan was established and implementation to expand and improve internal and external relationships commenced.

Risk and Quality

During the year, we implemented several systems to support governance and continuous quality improvement activities, and the work that direct care staff undertake with our clients. The systems provide all staff with easy, secure access to essential information, no matter where staff members are based.

The programs introduced include:

- Integrated Management System – organises and stores key documents, policies, procedures, and work instructions that guide how Ruah operates.
- Report IT – an online portal that allows staff to report incidents, hazards, opportunities for improvement, complaints and compliments, assign corrective actions, and monitor progress toward completion of actions. Analysis of Report IT data informs our planning and actions to improve the safety and quality of the services we provide.
- Shared Drive – supports collaborative work by allowing working documents to be shared within and across Ruah teams.

Evaluation

At Ruah, we evaluate our performance by measuring how successfully we facilitate meaningful change in the lives of the clients with whom we work and in the communities in which we work.

Our evaluation framework is based on three pillars:

1. Client experience of service;
2. Service-level outcomes; and
3. Impact evaluation.

Our evaluation also includes measures and service-level indicators which reflect changes in clients' lives across our three service areas – Mental Health and Wellness, Housing and Homelessness, and Family Services – and experience measures which allow us to determine attribution.

In October 2017, we implemented our first annual Client Experience of Service survey across our Housing and Homeless and Mental Health and Wellness services. In total, 202 clients responded with high scores reflecting the strong regard clients have for our services and staff.

The survey drew on questions from the Australian Mental Health Classification Network's (AMHCN) Your Experience of Service – Community Managed Organisations (YES-CMO) survey.

In response to the survey results, we embedded our client experience measures into our continuous improvement processes and, at year-end, each team was addressing what actions should be taken in response to client feedback. We also commenced letting our clients know how we are responding to their comments, concerns and suggestions.

Also based on the feedback received, we commenced introducing new channels for clients to provide comment including using Care Opinion, and also supporting clients to access new resources, such as Peerzone. A review of our use of the YES-CMO survey with our Client and Carer Reference Group (CCRG) indicated it was an effective tool and the survey will be repeated in the first half of 2018/19.

Co-designed with participants from our CCRG, our Carers' Experience of Service survey, being implemented later in 2018, will provide valuable feedback on carers' experience of our services.

By using the Survey Monkey platform we have fully digitised our mental health outcomes measurement tools. Since August 2017 we have been measuring client mental health outcomes through our pre-and post-recovery questionnaires. These questionnaires, which align with the CHIME mental health recovery processes and 2012 Mental Health Outcomes Statements, measure how clients are progressing with their recovery. To help attribute outcomes based on client experience and the support received, we use the University of Nottingham's Inspire tool (<https://www.researchintorecovery.com/inspire>) to measure ongoing supports. Throughout the year, 136 Starting Out questionnaires, 83 Inspire questionnaires and 3 Moving On questionnaires have been completed.

In 2018/19, we plan to:

- review our use of the Inspire tool to reduce the reporting burden on staff and clients;
- focus on key relationship and support measures; and
- look at integration possibilities between Survey Monkey and Power BI.

PEOPLE DEVELOPMENT

Our new Capability Framework was introduced in March 2018 and documents the desired competencies required at each level of our organisation. This in turn will influence our People Development activities – streamlining recruitment planning, underpinning performance objectives and appraisals, facilitating effective succession planning, and managing talent.

During the year, our HR system, Chris 21, which links to payroll was updated. This has enabled staff and management to access a better-looking, more user-friendly portal and will allow us to use the functionality within the system for performance reviews and recruitment.

Our managers and coordinators have been involved in a leadership development program throughout the year. We have also introduced a compulsory one-day orientation that all new hires need to attend. Mandatory training is allocated via our LMS system and we can boast 100% compliance.

In consultation with a staff consultative committee, Ruah entered into an Enterprise Bargaining Agreement with employees in the latter half of 2017. The EBA will be effective for an initial three-year period and reviewed thereafter.

“ The best thing about my role is the ability to support those in our community who don’t always have access to support otherwise. Being able to walk alongside people and support them to achieve personal success and wellbeing is gratifying. ”

Matthew, Mental Health and Wellness – Inner City.



Reconciliation Action Plan: Innovate 2018-2020

We endeavour to engage all staff and associates in the journey of reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians through our 'Open Hearts and Bold Strides' philosophy. By incorporating reconciliation in relationships and opportunities, as suggested by Reconciliation Australia, and by practicing the Ruah values of respect, integrity, creativity, partnership and grassroots we are contributing to the realisation of a shared humanity and future. In doing this we are able to recognise and value the inherent skills, knowledge and capacity of the Aboriginal and Torres Strait Islander community.

Ruah has engaged with Aboriginal and Torres Strait Islander peoples over many years and in various ways – employing Aboriginal workers, training staff in cultural awareness and security, establishing relationships with local Elders, and delivering services. We acknowledge the First People's place in Australia by participating in significant celebrations and commemoration days, such as NAIDOC Week.

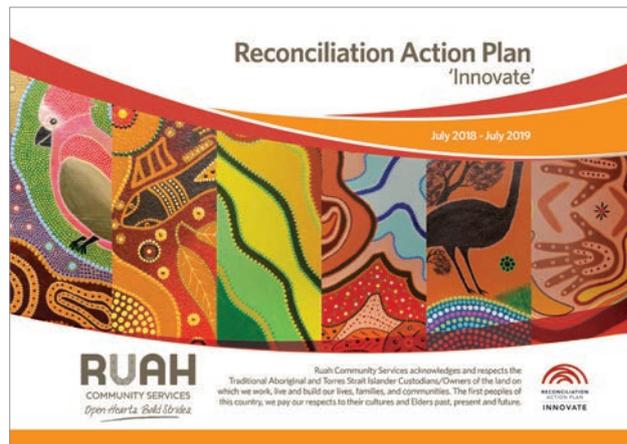
An Aboriginal and Torres Strait Islander consultant was also engaged to work with our staff and leadership team to review our:

- Reconciliation Action Plan;
- training;
- Acknowledgement of Country protocols; and
- slideshows of local Aboriginal stories at each of our sites.

We are looking at further opportunities to improve Aboriginal participation, engagement and leadership and to walk alongside Aboriginal and Torres Strait Islander clients in their journey with us.

In consultation with Aboriginal and Torres Strait Islander Elders, management and employees, we have decided to enhance our response to the Aboriginal and Torres Strait Islander community by:

- providing access to culturally-secure services and programs;
- building a culturally-competent workforce; and
- constructing a Reconciliation Action Plan that provides opportunities for our organisation to learn about Aboriginal and Torres Strait Islander cultures, histories, achievements and contributions and to consider Aboriginal and Torres Strait Islander perspectives.



Birak	Bunuru	Djeran	Makuru	Djilba	Kambarang
Hot and dry	Hot with easterly winds	Cool and enjoyable	Wet and cold	Cold with less rain	Warming as the rains finish
Dec - Jan	Feb - Mar	April - May	June - July	Aug - Sept	Oct - Nov

RUAH COMMUNITY SERVICES

Aboriginal Seasons of South Western Australia

☎ 13 RUAH (13 78 24)
www.ruah.org.au

BOARD OF DIRECTORS

Director	Eligible	Attended
Lori Grech	3	3
Penny Fegan	11	10
Ken Pendergast	11	10
Michael Tindall	11	7
Louise Ardagh	11	8
Yvonne Patterson	11	8
Megan O'Rourke	11	9
Monica Juricev	6	6
Ric Hopkins	6	4

PENNY FEGAN



Title: Non-Executive Chair

Qualifications: BSC(Hons), MBA, GAICD

Experience and expertise: Penny currently works as General Manager for a private nuclear medicine company and has previous 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 not for profits concerning governance and risk.

LOUISE ARDAGH



Title: Non-Executive Deputy Chair

Qualifications: BA, Grad Dip Bus, GAICD

Experience and expertise: Louise has extensive business experience in strategy and marketing and has spent her executive career transforming businesses by enhancing the customer experience. Louise has worked as a CEO internationally and in executive roles in start-up businesses and large companies across banking, insurance, telecommunications and the automotive industry. Louise is a graduate of the AICD and has been a member of the Ruah Board since 2015.

KEN PENDERGAST



Title: Non-Executive Director

Qualifications: B.Com, FCA, FAICD, F Fin

Experience and expertise: Ken was previously 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 more than 30 years' experience in the accounting profession and has worked within the areas of assurance, corporate finance and transaction-specific services including valuation and due diligence. He is a Fellow of the AICD.

MICHAEL TINDALL



Title: Non-Executive Director

Qualifications: MBA, UB / BA, Cert. Project Management

Experience and expertise: Michael has 10 years' experience with the Australian Trade Commission, four years' experience as Consul-General for Australia in Milan, Italy, and five years' experience as WA Regional Director for the Australian Bureau of Statistics. He also has general management experience in large and small public sector organisations including experience in business strategy planning and business plan development. Michael has consulted across the private and public sector in specialist business strategy.

YVONNE PATTERSON



Title: Non-Executive Director

Qualifications: MPsych(Clin), MBA

Experience and expertise: Yvonne has more than 40 years' experience in human services, initially as a general and mental health nurse, and then as a clinical psychologist in mental health services in New Zealand, NSW and WA. In WA since 1990, she has experience in senior state government policy and funding management roles in mental health, disability, community services, child protection and court services. She has direct experience with non-government policy and funding systems and has been a board member of several non-government organisations in WA.

MEGAN O'ROURKE



Title: Non-Executive Director

Qualifications: BEc, LLB(Hons), LLM

Experience and expertise: Megan is a commercial lawyer with over 20 years' experience. She has worked in Sydney, Melbourne, Hong Kong and Perth advising clients on complex transactions and financial system regulations. She has a particular interest in social impact financing. She joined the Ruah board in early 2017.

MONICA JURICEV



Title: Non-Executive Director

Qualifications: B.Bus, MBA

Experience and expertise: Monica is an experienced management consultant, with a career portfolio that spans higher education, public sector, mining and private enterprise and has an extensive background in supporting organisations through significant change. She has served for nine years on NGO/NFP boards, primarily in the aged and community care sector.

RICK HOPKINS



Title: Non-Executive Director

Qualifications: B.Com, PGradDipBus, GDipAppFinInv

Experience and expertise: Rick is a Chartered Accountant with over thirty years' experience advising on corporate, taxation and accounting matters. Rick has experience as chairman and office bearer in a number of ASX-listed companies and has been a lead advisor on a number of transactions. Rick has extensive experience in multi-jurisdictional capital raisings, Australian mergers and acquisitions, financial services, alternate energy, mining, agriculture and property.

FINANCES

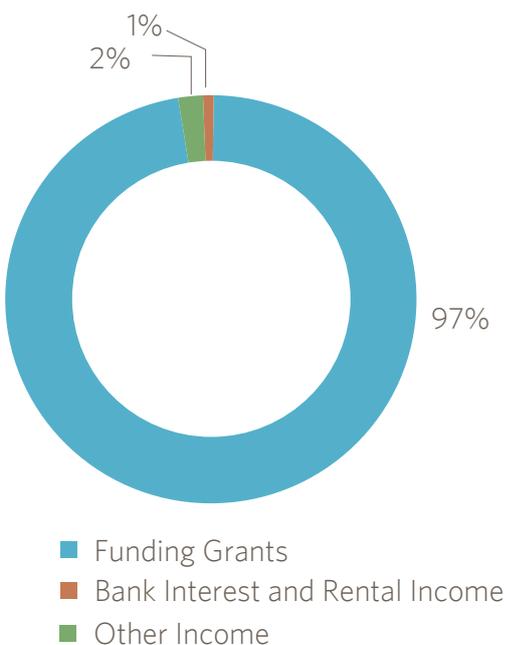
2017/18 Financial Performance Overview

The net financial result for Ruah was a deficit of \$107,493, which was down from a \$162,000 surplus in FY16/17.

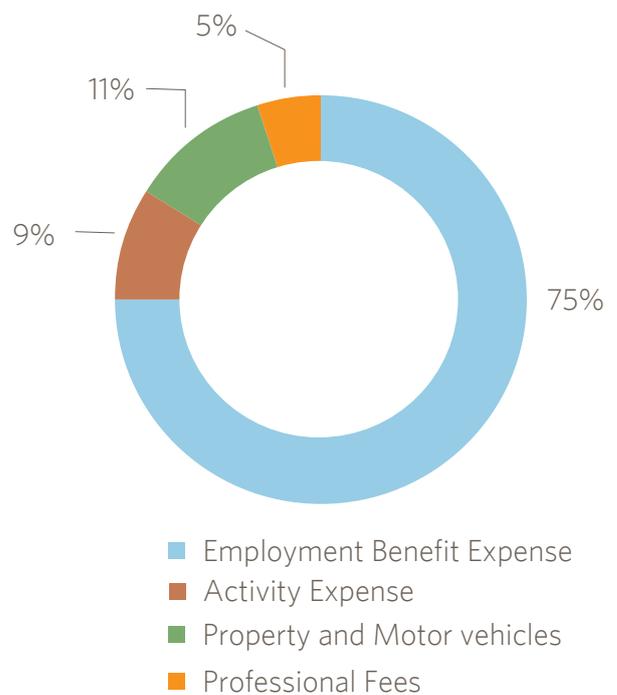
Revenue for the year was \$24.18 million, which was an increase of 17.25% on the previous year. This is mainly attributable to the awarding of new service contracts. Grant funding revenue for the year was \$23.33 million and accounted for 96.5% of total revenue for financial year.

Expenses for the financial year were \$24.28 million, which represented an increase of 18.95% against FY16/17. Expenses were driven by increased labour costs, which resulted from the annual instalment of the Equal Remuneration Order and a higher-than-expected increase from the Annual Wage Review. Salaries, wages and associated labour costs represented 74.5% of total expenses for the financial year.

INCOME



EXPENSES







RUAH

COMMUNITY SERVICES

Open Hearts. Bold Strides.

www.ruah.org.au

