



Strategic Plan 2024-28

# Shaping the Future, Today



# Acknowledgment of...

## Lived Experience

We acknowledge the individual and collective expertise of those with a living or lived experience of mental health issues. We recognise their vital contribution at all levels and value the courage of those who share this unique perspective for the purpose of learning and growing together to achieve better outcomes for all.

## Country

We acknowledge and pay respect to the Traditional Custodians and Elders of the lands on which our services are provided and of the people we serve, and recognise the significant importance of their cultural heritage, values, beliefs, and leadership, and how these contribute to positive health and wellbeing.

We also acknowledge the valuable contributions made by other stakeholders who identify as Aboriginal and/or Torres Strait Islander in co-designing services that are culturally appropriate for individuals, families, and communities.

Yaankga! (Thank you)

## Diversity

We acknowledge and deeply value the contributions of diverse communities.

We particularly acknowledge members of the LGBTIQ+ community and those from Culturally and Linguistically Diverse (CaLD) backgrounds and recognise the rich contribution they make to our organisation.

## Contents

Message from Board Chair and CEO.....	1
Our Vision .....	3
Our Purpose.....	4
Our Values .....	5
Our Strategic Plan.....	7
PILLAR1	
Be a leader in transformative services.....	9
PILLAR2	
Innovate to bridge gaps.....	13
PILLAR3	
Influence lasting system change .....	17
PILLAR4	
Create a resilient future.....	21

# Message from Board Chair and CEO

Richmond Wellbeing's unwavering commitment to mental health recovery is guided by our belief that every individual deserves a chance for healing, growth, and resilience. We are proud of the impact we have made and the recovery we have facilitated, and the courage, empathy, and perseverance with which we go about our work. Looking forward, we recognise that the need for comprehensive and innovative solutions for mental health care and support is now greater and more challenging than ever before.

Our vision for the future is guided by the experiences, hopes and aspirations of those who experience mental health challenges, by our incredible staff, and the wisdom of our partners. In this plan, you will find a bold commitment to expanding access to our services, reaching underserved populations, shoring up Richmond's future sustainability and recognising the deep dedication of our teams. Our focus on evidence-based practices, responsiveness to lived experience and commitment to continuous improvement will ensure that we are at the best that we can be, adapting to emerging trends and refining our approaches to better meet the ever-evolving needs of those we serve.

Each person we support is in essence our mission, and each success story reinforces our conviction that recovery is not just attainable, but achievable for every individual. Through this plan, our impact extends beyond milestones and metrics.

We thank our Board and leadership team for their unwavering dedication and belief in the transformative power of our vision, and our partners for working with us. We acknowledge and thank our people for their dedicated and committed efforts to enable and achieve the most fulfilling lives possible for those we serve. We also thank and pay respect to our Elders, LGBTQ+ community, and consumers and families for their guidance and for challenging us.

Most of all, we thank the people we serve for allowing us to be a partner in their recovery.

We look forward to the journey ahead with great determination and optimism.



**Tim Marney**  
Board Chair



**Adrian Munro**  
CEO



# Our vision

**A community where anyone can experience mental health recovery, wellbeing and have the opportunity to realise their aspirations.**

Mental health challenges impact people, families, and communities in Western Australia now more than ever before. As a community, we have made promising inroads into encouraging both public and private conversations that break down stigma and shame. However, the intractable complexities of trauma and the intersecting issues like housing insecurity, alcohol and other drugs, and other health conditions make mental health one of the toughest challenges of our time.

Effectively supporting people who experience mental distress is far from straightforward. It's about assisting people to live – indeed, to thrive – amidst the complexity of mental distress, acknowledging that every person has a unique and precious perspective on what their lives look like on their terms. Recovery is deep work that takes time, patience, and courage from both client and provider. We consider it an immense privilege to work alongside people at this stage in their lives.

The ways in which our mental health system serves vulnerable people and the way it supports its dedicated but often-depleted workforce have a long way to go. Improving the service system requires a willingness to change how we do our work. Active listening to lived experience, collaboration with those that share our values, and careful assessment of our impact has the potential to strengthen our families and communities immeasurably.

## The Richmond Wellbeing difference

With a robust foundation built on compassion, dedication, and a drive to make a positive impact, we have a rich and storied history, an impressive footprint, and an unwavering commitment to mental health recovery.

# Our purpose

**We shape the future of mental wellbeing services and support mental wellbeing and recovery through the expertise, courage and passion of our people.**

Our extraordinary team embraces the challenge and complexities inherent in our mission and remains motivated to be there for our clients when they are their most vulnerable, or at their lowest ebb.

At the heart of this Strategic Plan lies our commitment to becoming the go-to provider of exceptional mental health recovery support in Western Australia. Through the implementation of evidence-based practices and our unwavering dedication to the wellbeing of our consumers, we will extend our reach to those who need the most support. We will forge strong partnerships and foster collaboration within our sector in order to advocate for comprehensive mental health supports that truly make a difference. And we will celebrate our expert, passionate team for the immense contributions they make to the lives of others. Together, we believe we can build a more resilient and compassionate society where individuals facing mental health challenges are empowered to achieve their full potential.

Picture a community where stigma is replaced with understanding, and individuals are not defined by their diagnoses, but instead celebrated for their resilience and potential as well as acknowledged for the wealth of their contribution to our community.

At Richmond Wellbeing, we believe in the transformative power of recovery, and our Strategic Plan serves as a roadmap to create a brighter future, where mental health is prioritised, and every individual can flourish.

**Recovery is deep work that takes time, patience, and courage.**

# Our values

Our values are the core of how we work. They inform every decision we make, shape our ways of working, and make clear what people can expect from us at Richmond Wellbeing, and what we can expect from each other. They guide us in how we realise our vision and deliver our purpose.

## At Richmond Wellbeing, we:



### Live and Breathe Recovery

We foster a culture of optimism, knowing people can and do recover



### Are Brave and Explore

We encourage people to be brave, explore new possibilities and creative solutions



### Put People First

We place people at the heart of everything we do



### Are Inclusive and Promote Belonging

We see, accept and welcome you, so that you can truly be yourself and belong



### Listen Deeply and Learn

We listen deeply to diverse voices with empathy to drive ongoing personal and professional growth



# Strategic Plan 2024-28

## Shaping the Future, Today



### Our vision

A community where anyone can experience mental health recovery, wellbeing and have the opportunity to realise their aspirations.

### Our purpose

We shape the future of mental wellbeing services and support mental wellbeing and recovery through the expertise, courage and passion of our people.

### WHAT WE'LL ACHIEVE

#### PILLAR 1

### Be a leader in transformative services

We will deliver safe, high quality, best practice mental health services that make a difference to people's lives through our passionate, expert teams.

#### PILLAR 2

### Innovate to bridge gaps

We will prioritise growth aligned to our expertise to fill service gaps for people experiencing mental health challenges.

#### PILLAR 3

### Influence lasting system change

We will promote the voice of lived experience and our expertise as a leader in mental health to influence lasting system change and community attitudes.

#### PILLAR 4

### Create a resilient future

We will diversify revenue streams to build agility, resilience and impact.

### HOW WE'LL DO IT

Create a great place to work for great people

Enhance service excellence

Make and measure impact

Identify service gaps and design solutions

Promote positive, purposeful partnerships

Drive change through advocacy

Build a market leading brand

Create independent financial capability

Champion sustainable practices

### WHAT SUCCESS LOOKS LIKE

- ▶ Engaged, empowered and energised workforce
- ▶ Exceptional service feedback
- ▶ Evidenced transformative service delivery

- ▶ Services in place to support unmet need
- ▶ Comprehensive service solutions supported by trusted partnerships and collaboration

- ▶ Demonstrated system change in key areas of advocacy
- ▶ Changes in community attitudes to mental health
- ▶ Positive increase in brand recognition and appreciation

- ▶ Additional revenue streams positively contributing to funding
- ▶ Demonstrated environmental sustainability improvements

### Our values

At Richmond Wellbeing we:



Live and Breathe Recovery



Are Brave and Explore



Put People First



Are Inclusive and Promote Belonging



Listen Deeply and Learn

PILLAR 1

## Be a leader in transformative services

We will deliver safe, high quality, best practice mental health services that make a difference to people's lives through our passionate, expert teams.

Our services are our core, offering understanding, insight and support to people navigating complex mental health challenges.

Our unrelenting commitment to the safety, effectiveness, quality and excellence of our services means we will measure our impact and cultivate a workplace that attracts remarkable individuals dedicated to continuously improving their skills and expertise.

### Initiatives

### Actions

#### 1 Create a great place to work for great people

- 1.1 Foster a vibrant culture and nurture employee engagement, satisfaction and wellbeing through a clear and enduring focus on our people.
- 1.2 Empower our people to achieve personal and professional fulfilment through enhanced learning, training and career growth opportunities.

#### 2 Enhance service excellence

- 2.1 Invest in enhancing existing services to enable us to consistently deliver contemporary best practice.
- 2.2 Strengthen connections within and across our existing services to support improved collaboration, efficiency and staff engagement.

#### 3 Make and measure impact

- 3.1 Develop our Theory of Change (ToC).
- 3.2 Establish and activate a robust outcomes measurement framework to enable evidence-based decision and inform continuous improvement.

# 1 Create a great place to work for great people

# 2 Enhance service excellence

# 3 Make and measure impact

## OVERVIEW

Our people are vital to the services we deliver.

Being a leader in transformative services relies on the passion, commitment and expertise of our people.

We want to create an exceptional workplace which nurtures a positive and inclusive culture within our team. We want to enhance collaboration, value diversity and support employee growth and wellbeing.

Our commitment to service excellence is at the heart of our impact.

We will amplify it through an unrelenting pursuit of improvement and innovation, and by listening closely to our consumers and our teams.

We stand by the need to not only make impact, but also to measure it. We are committed to demonstrating the value of our work to refine and improve our efforts based on evidence and share these lessons with others.

## VISION BY 2028

We will have a highly engaged, diverse, and capable team, working together to pursue our vision. Our passionate, expert teams are proud to be part of Richmond Wellbeing and the leading work it does.

Learning and growing our expertise will be part of our DNA. Our people will have experienced meaningful and valuable learning and development and be at the forefront of their field.

Our people systems will ensure an outstanding employee experience and support efficient processes while providing a valuable support to leaders in decision making.

Success means tangible and enduring improvements to the mental wellbeing of our consumers, and a reputation for unwavering quality and safety in everything we do.

We will consult deeply with people who have lived experience to develop innovative, evidence-based recovery programs and methodologies. Programs will be consistent and underpinned by outcomes reporting. Our services will be connected and work in collaboration, placing people first.

Our practice standards will be clearly articulated, with extensive practice training contributing to the skill of our workforce.

We will have an overarching Theory of Change which guides our practice intent. This will be translated through an outcomes measurement framework into a comprehensive, data-driven understanding of the positive and enduring changes achieved by our work.

## KEY ACTIONS

**1.1 Culture:** Foster a vibrant culture and nurture employee engagement, satisfaction and wellbeing through a clear and enduring focus on our people.

**1.2 Development and Capability:** Empower our people to achieve personal and professional fulfilment through enhanced learning, training and career growth opportunities.

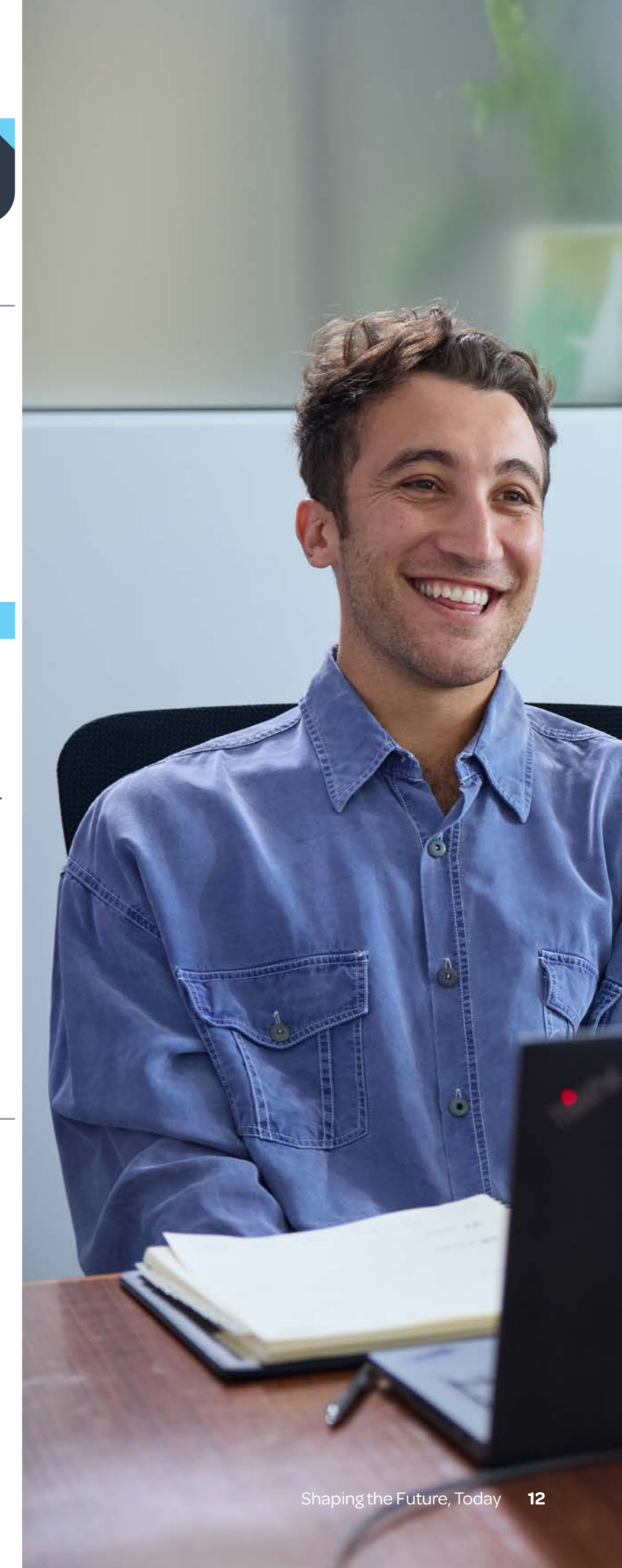
**2.1 Enhance Services:** Invest in enhancing existing services to enable us to consistently deliver contemporary best practice.

**2.2 Service Connection & Collaboration:** Strengthen connections within and across our existing services to support improved collaboration, efficiency and staff engagement.

**3.1 Impact:** Develop our Theory of Change (ToC).

**3.2 Outcomes Measurement:** Establish and activate a robust outcomes measurement framework to enable evidence-based decision and inform continuous improvement.

\* A Theory of Change (ToC) is a framework to capture our practice methodology





PILLAR 2

## Innovate to bridge gaps

We will prioritise growth aligned to our expertise to fill service gaps for people experiencing mental health challenges.

In our pursuit of a more inclusive and responsive approach to mental health services, our growth will prioritise how we can support more equitable access to support – based on our strengths as an organisation, and the evidence of where those gaps are. We cannot act alone in this, and we emphasise the importance of partnerships that build mutual capacity and invite innovation.

### Initiatives

#### 4 Identify service gaps and design solutions

### Actions

- 4.1 Research the mental health service provision landscape and identify key, priority gaps.
- 4.2 Execute a targeted service development strategy to address identified gaps and iterate innovative service design solutions.
- 4.3 Build our expertise, skills and knowledge in service gap areas.

#### 5 Promote positive, purposeful partnerships

- 5.1 Build partnerships to collectively drive better outcomes in mental wellbeing and recovery with a continuing focus on Aboriginal, CaLD, LGBTIQ+ communities, clinical/service partners and community groups.
- 5.2 Develop a Government Relationship Strategy which enables us to build our reputation as a mental health expert and innovator.

## 4 Identify service gaps and design solutions

### OVERVIEW

We know there are significant gaps in mental health service delivery impacting poor outcomes for vulnerable people. We acknowledge over-representation of people from LGBTIQ+, Aboriginal and Torres Strait Islander and CaLD communities and will ensure we focus on building our expertise in these areas. We want to identify those gaps which may span areas such as youth mental health, men's mental health, eating disorders and personality disorders. We will also actively look at ways of funding these gaps and a pathway to bridge them. We want to consult, listen deeply to the voices of lived experience, partner with others and identify innovative solutions to address unmet need.

### VISION BY 2028

By 2028 we will have a deep understanding and knowledge of service gaps. We will have the internal skills, expertise and infrastructure required to work with target cohorts, ensuring their voices are central to our solutions. Through our strong, collaborative partnerships we will have trialed and iterated a range of innovative solutions. We will be on the way to converting pilot programs into ongoing service delivery which achieves positive outcomes.

Success means the provision of sustainable, safe, and high-quality services to the most vulnerable communities: gaps closed, and lives enhanced.

### KEY ACTIONS

- 4.1 Identify Gaps:** Research the mental health service provision landscape and identify key, priority gaps.
- 4.2 Solutions:** Execute a targeted service development strategy to address identified gaps and intersectionalities; and iterate innovative service design solutions.
- 4.3 Expertise:** Build our expertise, skills and knowledge in service gap areas.

## 5 Promote positive, purposeful partnerships

We cannot bridge gaps on our own, we need to work in partnership and collaboration to find solutions to challenging issues.

We are committed to nurturing strategic relationships with external organisations that help us to address the complex needs of consumers and strengthen our capacity to support diverse communities in ways that work for them.

By 2028 we will have a range of deep partnerships in place to support our work addressing gaps for priority cohorts.

Our partners will see us as innovative, agile and excellent team players who place vulnerable people at the centre of what we do and how we do it.

- 5.1 Partnerships:** Build partnerships to collectively drive better outcomes in mental wellbeing and recovery with a continuing focus on Aboriginal, CaLD, LGBTIQ+ communities, clinical/service partners and community groups.
- 5.2 Develop a Government Relationship Strategy** which enables us to build our reputation as a mental health expert and innovator.



PILLAR 3

## Influence lasting system change

We will promote the voice of lived experience and our expertise as a leading mental health organisation to influence lasting system change and community attitudes.

Being a driver of systemic service change requires deep influence, authority, and strong brand identity. Our advocacy agenda is centred around a powerful combination of expertise and lived experience, underpinned by our position as a leading mental health organisation.

### Initiatives

#### 6 Drive change through advocacy

### Actions

- 6.1 Progress strategic and purposeful advocacy initiatives to address priority issues for the mental health sector and our consumer communities.
- 6.2 Foster strategic relationships within the mental health sector to drive joint advocacy priorities.
- 6.3 Champion and share the impact of the recovery model, amplifying the voice of lived experience.

#### 7 Build a market leading brand

- 7.1 Revitalise our brand to embody and reflect our deep, extensive history as well as our vision, purpose and values.
- 7.2 Cultivate strong brand awareness among consumers, referral sources, the community, funders and sector partners through a targeted brand strategy.

## 6 Drive change through advocacy

## 7 Build a market leading brand

### OVERVIEW

Along with providing exceptional services, we need to advocate for mental health system changes ensuring consumer needs are prioritised, met and systems are integrated, holistic and timely.

We commit to driving system change through advocacy. We will strategically champion policies, practices, and attitudes that elevate the voice of lived experience, the importance of choice, and the transformative potential of the recovery model.

As we reach our significant 50-year milestone in 2024, we want to review our brand ensuring it reflects our extensive history and our bold ambitions for the future.

We want our brand to match the quality and importance of our work. This means building awareness of our role as a leader in mental health, so it is both known and trusted by our consumers and the broader community.

### VISION BY 2028

By 2028, our advocacy actions will have contributed to meaningful policy reform which is responsive to current and future consumer needs.

We will have executed campaigns which contribute to shifts in public perception that have an enduring impact on community mental health in Western Australia.

By 2028 we will have a revitalised brand which represents our deep history and reflects our vision, purpose and values.

Our people will be proud of our brand and what we stand for.

Our brand will be easily recognised and known among target cohorts including referral sources, sector partners, and community partners.

Success means we have strong, positive brand recognition and are positioned as a trusted and influential leader within the sector.

### KEY ACTIONS

**6.1 Advocacy:** Progress strategic and purposeful advocacy initiatives to address priority issues for the mental health sector and our consumer communities.

**6.2 Relationships:** Foster strategic relationships within the mental health sector to drive joint advocacy priorities (linked to initiative action 5.1).

**6.3 Voice of Lived Experience:** Champion and share the impact of the recovery model, amplifying the voice of lived experience.

**7.1 Revitalised Brand:** Revitalise our brand to embody and reflect our deep, extensive history as well as our vision, purpose and values.

**7.2 Brand Awareness:** Cultivate strong brand awareness among consumers, referral sources, community partners, funders and sector partners through a targeted brand strategy.



PILLAR 4

## Create a resilient future

We will build revenue streams to enable agility, and resilience while seeking to reduce our environmental impact.

We are committed to strengthening our foundations and continuing to build resilience in our financial position for the future. This will help us to be flexible, agile, and open to opportunities to make impact.

A resilient future also requires us to consider our sustainable practices and environmental footprint.

### Initiatives

### Actions

#### 8 Create independent financial capability

- 8.1 Identify opportunities to commercialise our strengths and skills as well as social enterprise opportunities to create additional income stream options.
- 8.2 Develop a comprehensive philanthropic plan aligned to our vision, purpose and values to generate additional income.
- 8.3 Review our property holdings and establish a plan to maximise return on our assets.

#### 9 Champion sustainable practices

- 9.1 Undertake research and audit of our current sustainability practices.
- 9.2 Collaborate and engage across the organisation to develop and implement a plan to champion sustainable practices across the organisation.

## 8 Create independent financial capability

## 9 Champion sustainable practices

### OVERVIEW

We recognise that to be able to meet our vision and purpose it is imperative that we generate viable and sustainable alternate income streams. This includes exploring opportunities to develop a philanthropic program, promoting our expertise and holding events.

As members of the wider community, we live and work in, we have an obligation to focus on ensuring we minimise our environmental impact.

Our people, funders and consumers are increasingly looking to us to be proactively implementing sustainable practices as we strive to build a better future today.

### VISION BY 2028

By 2028 we will have explored a range of income generation options and have selected and had success implementing viable, sustainable and worthwhile additional income avenues.

We will have established an organisation-wide working group to develop and implement sustainable practices.

We will have a range of positive practices in place and this will be part of 'how we work' and care for our resources.

Our workforce will be proud of our achievements in sustainability, and we will have strong foundations to be a future leader in this sphere.

### KEY ACTIONS

#### 8.1 Explore Commercial Offerings:

Identify opportunities to commercialise our strengths and skills as well as social enterprise opportunities to create additional income stream options.

**8.2 Philanthropy:** Develop a comprehensive philanthropic plan aligned to our vision, purpose and values to generate additional income.

**8.3 Assets:** Review our property holdings and establish a plan to maximise return on our assets.

**9.1 Audit:** Undertake research and audit of our current sustainability practices.

**9.2 Champion Sustainability:** Collaborate and engage across the organisation to develop and implement a plan to champion sustainable practices across the organisation.





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