



2021/2022 Annual Report



Acknowledgement of Country

Richmond Wellbeing acknowledge that we stand on Nyoongar country.

Richmond Wellbeing pays respect to the Elders past, present and future who are the

Traditional Custodians of this land, acknowledging them as the holders of deep wisdom and culture.



Acknowledgement of Elders

Richmond Wellbeing thanks Aunty Irene McNamara, Uncle Albert McNamara,

Aunty Sandra Wilkes, Uncle Peter Wilkes and the Greater Bunbury Aboriginal Elders' Group

for working with us and sharing their knowledge and wisdom.

CEO Foreword

When I wrote my CEO report for the Annual Report in 2021 I was hoping that it would be the last time I'd be mentioning the impact COVID has had on the organisation. As has often been the case given the unpredictability of the pandemic, this was not correct and we saw the most profound impact on the organisation to date. I am very proud of how our staff responded to the significant impact on staffing availability, the uncertainty and the relentlessness of the pandemic. When we think about living our values we often think of the times when things are going to plan. We often overlook that a time of crisis and uncertainty is also a time where we live our values, and that was certainly the case this year.

I am so proud of how the staff pulled together and focused our energy on doing everything possible to continue to support the clients through the pandemic. I am so thankful to all the staff for going above and beyond and for their unwavering commitment and dedication to the clients we serve. No one knows what the future may bring but I do know that the staff at Richmond Wellbeing will always rise to the challenge.

It has also been an exciting year as we have commenced the Momentum QP Youth service at Queens Park and will be opening the Living Well Community Care Unit in Orelia imminently. These are two large and complex services, the first of their kind in WA. Opening new LARU licensed sites of this nature are huge tasks and required a team effort from all departments. I look forward to seeing the recovery stories from these services in our next Annual Report.

As I look forward to the coming year I am very excited to work with the Board to develop the new Strategic Plan. It is a challenging time in the sector and the mental health needs in the community are greater than they have ever been. I am passionate about delivering better mental health services to the community and Richmond Wellbeing will be at the forefront of this in WA well into the future.



Adrian Munro, Chief Executive Officer

The Board

During 2021-2022 we farewelled two long standing Board members, Vicki Taylor (Board Chair) and Joydeep Choudhury (Finance Committee Chair). Richmond Wellbeing would like to acknowledge the outstanding contribution that Vicki and Joydeep have made. During their tenure the organisation has seen considerable growth and diversification in services and significant development of the systems and processes that underpin the business. We are well placed to continue on this trajectory and both will leave a lasting legacy.

We also welcomed three new Board members:

- Tim Marney, Principal and Chief Economist with Nous
- · Susan Milos, Managing Director of Leverage Next, a health and business consultancy; and
- John O'Connor, Chartered Accountant.

Richmond Wellbeing is pleased to have three new Board members who bring with them a depth and breadth of experience across a range of state, national and international settings. We look forward to their continuing contribution to Richmond Wellbeing's governance to ensure that together we provide the most accessible and responsive community mental health recovery services in WA.

Tim Marney is the new Board Chair. He has 31 years of experience in economics, health and human services. Tim was the head of the WA Treasury and Chair of the WA Treasury Corporation for almost ten years. This was followed by over five years as Western Australia's Mental Health Commissioner. In parallel to both these roles, he served on the Board of Beyond Blue for 11 years; nine as the Deputy Chair.

For the last eight years, Tim was the Chair of the Bankwest Curtin Economics Centre Advisory Board. He brings his direct lived experience of mental health and as a carer for someone experiencing mental distress.

Susan Milos is a recognised leader, expert and innovator who thrives on making the complex simple in rapidly changing regulated environments. Susan's experience in governance, regulatory, legal compliance, risk and strategy extends across state, federal and international organisations, boards, and committees where she has provided her skills and expertise. While working as a Regulator for WA Health, she created and administered the regulatory system for the WA private health sector and held the Lead Coordinator position for the H1N1 influenza pandemic of 2009. Prior to this, her expertise allowed her to build, commission and run a private hospital.

Previously, Susan worked with the Australian Commission of Safety and Quality in Health Care, Pharmacy Guild, The Royal College of Nursing and the Australian Nursing Federation. In addition to running her health and business consulting practice, she is currently an elected councillor for Hospital Benefit Fund (HBF).

John O'Connor was formerly a partner with Pricewaterhouse Coopers (PwC). John spent 34 years at PwC, 24 of those as an audit partner. His PwC leadership roles in Perth included managing partner and head of the assurance practice. In 2013 he retired from PwC and now holds several non-executive director roles and is an experienced Audit and Risk Management Committee Chair. He is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand, the Institute of Chartered Accountants in England and Wales, and the Australian Institute of Company Directors.

John is recognised for his extensive professional expertise in finance, risk, audit, and strategy.



Tim MarneyBoard Chair
Governance Committee



Susan MilosGovernance Committee



John O'Connor
Finance Committee Chair

Statement from Elders Nyinny Wangkiny (Sitting and talking)

Kaya Balang

Elders have been working burdiya to burdiya (boss to boss) with Richmond Wellbeing for a decade, but there is much more that needs to be done for the Aboriginal Community.

Non-Aboriginal staff can help reconciliation by communicating, don't just talk about reconciliation *just talk with us*. And this needs to happen every day.

Coming together to yarn across sites, services and departments is very important so we all get to know each other outside of the work we do. This is how we learn from each other, Elders, Aboriginal staff and other Aboriginal Community members sitting and talking with non-Aboriginal people at Richmond Wellbeing.

By coming together, sitting, and talking with Aboriginal Community members and their organisations we can also let Aboriginal people who need support with their mental health know that Richmond Wellbeing is here to help them. Pre-COVID there were many Aboriginal Community events that Richmond Wellbeing was involved in. Moving forward, we'd like to be able to come and yarn with staff at the Cannington office and see Richmond Wellbeing get back out more to connect with the Aboriginal Community.

Our visits to Bassendean, Kelmscott and Ngulla Mia residential services are really helping us to build relationships and learn from one another. Yarning really helps services become safe spaces. Staff and residents look forward to us coming out and learning together two-way. We'd like to see more relationships like this develop through spending time together sitting and talking. This is how we can change how Richmond Wellbeing works, employ more Aboriginal people, and support existing Aboriginal staff to get to where they want. When we have Aboriginal people working for Richmond Wellbeing who feel happy and supported then they can help Aboriginal people in our services and Richmond Wellbeing get better at what it does.

In May this year, the Allawah! Burdiyas! Elders' Community Conference called for action. We were at the Conference with Uncle Albert and Aunty Irene McNamara. There were ten calls to action. We ask Richmond Wellbeing's refreshed reconciliation committee to think about these actions as part of their new plan for Aboriginal inclusive practice. We can't list the ten actions here, but they reflect what we've been saying about building relationships, recruiting and supporting more Aboriginal people into executive positions, including an Aboriginal role in recruitment and selection, and ongoing professional support and development for Aboriginal staff. Knowledge gained through direct lived experience is invaluable and Aboriginal voices must be included, heard and acted on to embed cultural practice and security.

Uncle Peter and Aunty Sandra Wilkes



CEO Adrian Munro with RW Elders Uncle Albert, Aunty Irene, Aunty Sandra and Uncle Peter

Thanks from the Board of Directors

The Richmond Wellbeing Board of Directors acknowledges and thanks all staff across our services and those in central support roles for their dedication, commitment and hard work—going well above and beyond—to ensure the safety and continuity of care for consumers. We acknowledge that COVID-19 has put staff under extraordinary pressure and encourage them to access the support available to them.

Immense effort has gone into establishing and opening Momentum QP—Youth Mental Health and Alcohol and Other Drug Homelessness Service, Ngaala Ngoonda/Step Up Step Down Bunbury and the Living Well—Mental Health Community Care Unit. We congratulate all residential staff on their achievements this year and the dedicated people involved in outreach and NDIS services and programs.





Support during COVID

In addition to existing personal, wellness, birthday and annual leave, Richmond Wellbeing introduced COVID-19 leave to support and assist all staff, and protect them from financial hardship. This was particularly well received by those employees who need their leave entitlements to visit family interstate and overseas, many of whom they had not seen for several years due to travel restrictions. This year staff also have access to up to six Employee Assistant Program sessions, and all staff received gift cards in recognition of the exceptional effort put in during the pandemic.

"I came back to work after two weeks with Covid, what a lovely surprise to receive the lovely letter from management and a very generous gift card on my return. It is very much appreciated. What a great organization I work with."

[KAYA POST FROM STAFF MEMBER]

2021-22 Achievements

Residential Services



279 clients stayed at our 12 residential sites across WA...



PERTH METRO

at Bassendean

at Kelmscott

at Living Recovery

at Momentum QP

at NgullaMia

at PaRK

at Queens Park Service

at Recovery House

at Bunbury Recovery Place

REGIONAL

at Bunbury SUSD

at Bunbury

at Busselton



occupancy rate at

Bassendean

occupancy rate at **Bunbury**

at Busselton

at PaRK

96% at Kelmscott

at Living Recovery

at Momentum QP

at Ngulla Mia

Outreach Programs

1,089 clients have accessed our outreach programs

(National Disability Insurance Scheme) 53,000 hours

Aboriginal Assertive Outreach

3,270 hours

ICLS lised Com Living Strategy)

4.210 hours

Albany Fellowship House

1.010 hours

ROS (Recovery Outreach Service) 1,646 hours

MH Connext

9,626 hours

NPSM nal Psychosocial Support Measure)

13,126 hours

Voices Network

1,406 hours

84,136 Total Service delivery hours

We have employees including



OUTREACH

RES		
	- 64	_

Bassendean	9	NDIS Core	20
Bunbury	11	SIL	8
Busselton	9	Subiaco	2
Kelmscott	12	Capacity Building	
Ngulla Mia	27	CPS (formerly NPSM)	
Living Recovery	6	HVNWA	3
Queens Park	9	ICLS	6
PaRK	4	MH Connext	12
SUSD	14	Albany	3
MQP	8	WAPHA AAOS	1
CCU	13	WAPHA Nurses	8
Residential Relief	25	Outreach Relief	6
		Sector Transition Funding	4
Executive	4	Elders	4
Board	10	Support Services	49



209





Number of Students 6

*Please note the data in ELMO is only what is entered / disclosed by staff

2022 (\$M) **2021**(\$M)

33.7 **Turnover** 32.3 **Government Grants** 24.0 **Salaries** 24.7 **Total Assets Total Liabilities**



Since 2019:

3,657 clients 177 sports clubs



Hearing Voices Network

944 Clients

1406 Hours

26,284 NDIS Services Delivered

1.906 ICLS Serviced Delivered

Awards

October 8, 2021: Western Australian Alcohol and other Drug Excellence Awards - Excellence in Partnership awarded to Christina Atkins and Mary McLaughlin

March 21, 2022: WACA Community Partnership of the Year Award to the Kalamunda Cricket Club for their

ongoing work with Bouncing Back

May 5. 2022: 40under40 Award to Adrian Munro



Increasing the voice of lived experience

Richmond Wellbeing believes that lived experience should be valued and that the voice of individuals with a lived experience must be given a strong platform. Consumer and carer partnerships in mental health care are now viewed as integral to the development, implementation and evaluation of mental health services, programs, and policies, as highlighted in the National Standards for Mental Health Services

Richmond Wellbeing's Consumer and Family Reference Group (CAFRG) are a diverse group of current and previous clients, family members and close supporters, and staff. Members are a valuable resource for our core business in providing lived experience expertise to assist in supporting individuals whose lives are impacted by mental health distress and to help them reach personal recovery.

The CAFRG provides expertise to assist in the codesign of policy and procedure development, new service proposals and tenders, consumer surveys, site visits, strategic planning and lived experience stories.

No one is better qualified to assist Richmond Wellbeing to achieve client recovery outcomes than people with lived experience expertise.

CAFRG Co-Chairs

Carli Sheers, Lived Experience Engagement Lead Gemma Graham, Acting Service Manager-Momentum QP

Kylie's Story

Kylie experienced childhood trauma and started hearing distressing voices as a young adult. At the time, Kylie believed the stereotypes and thought people would see her as 'crazy.' She overcame social anxiety to attend her first Hearing Voices Network (HVN) Peer Support Group three years ago. Kylie met other people with similar experiences. She immediately felt part of a supportive community that provided a safe space to talk, helping her to overcome her self-stigma and love herself.

Feeling unsafe in her rental accommodation, Kylie shared with her group that she was dealing with judgemental behaviour from the property owner. This caused Kylie great anxiety and she felt trapped as she was unemployed and at risk of being homeless. The situation came to a head and Kylie reached out to her HVN friends who provided her with temporary shelter. Staff members supported Kylie to access Richmond Wellbeing's residential services providing her with a safe place to live.

Kylie says her new supported accommodation feels like home and family. She has made friends for life. Days are filled with laughter, banter, fun and light-heartedness. Kylie has had small increments of progress over time in her personal recovery journey rediscovering her values of honesty, kindness, empathy, compassion, and fairness. She wears her heart on her sleeve. Kylie sees the person first (rather than someone's diagnosis) and uses her insights to validate other people's experiences. Kylie feels privileged that her housemates trust her when they are feeling vulnerable. She walks alongside them and even supported a resident receiving hospital care. Kylie has learnt to be herself and admits to being a recovered 'people pleaser.' She uses self-care strategies such as sleeping when needed to put herself first before she can be there for anyone else.

The residential site Manager encouraged Kylie to take on leadership opportunities such as inviting her to sit on a recruitment panel to appoint a recovery worker. The Manager also recommended Kylie for RW's Consumer and Family Reference Group and she has been an active member for 3 years. Kylie accepts opportunities to gain experience and grow, and recently took on a Volunteer Facilitator role within her HVN peer support group.

Kylie values education and recently completed a Diploma of Mental Health. She takes pride in her work and wants to be the best version of herself.

Brett's Story

When a bushfire destroyed the property where Brett ran an animal rescue service, he struggled with the devastating loss of both the animals and his livelihood. At the same time, Brett had recently separated from his wife who planned to move interstate with their two children.

Brett credits the wrap-around services and support he received from Richmond Wellbeing's Aboriginal Assertive Outreach Service and the Commonwealth Psychosocial Support program for why he is still alive and doing so well today.

He was referred to Richmond Wellbeing by Palmerston who was working with him to reduce his drug use, which he was relying on to manage his PTSD. Following his work with Palmerston, Brett was then able to address his mental distress including PTSD.

Richmond Wellbeing connected Brett with a range of services to improve his emotional and social

wellbeing. This included the Aboriginal Legal Service to manage his children's impending interstate relocation, Koomal Consulting to work through his PTSD and feelings of loss, the Department of Housing so Brett had suitable accommodation to enable his children to visit, and an Aboriginal men's group to sustain community connection.

COVID-19 saw Brett's wellbeing take a further knock and he became withdrawn and self-isolated. However, Richmond Wellbeing kept in touch via text and with support from Palmerston and Koomal Consulting regular contact was maintained during an emotionally draining time when he feared losing contact with his children.

Brett's recovery journey eventually saw him get much-needed dental work. Missing teeth were preventing him from winning the job he wanted; he is now employed working in the construction and community sectors. Both Brett's children are thinking of moving back home to WA when they turn 18 to live with their Dad whilst they attend university.



Recovery

Enough is Enough
Times have been had
Once again,
Just too bad

Sickened to the core Can't take anymore

Thoughts penetrate
Eventually bore
through to the soul
there they regenerate

Vengeance
it's never too late
Within the depths
of emptiness
emerges desire
to freeze out
this mask of disguise
Deception revealed
this one not so nice

By Judy

Brad's Story

I do not have enough words from where and how to start. I would start by saying THANK YOU for everything.

I was struggling with my addiction with alcoholism from almost 4 years (was drinking for more than 10 years). But I do not remember a single day when I did not have a drink in last four years. And it was not just a drink but always was binge drinking.

Few months back, I realised that I needed some help. My addiction was impacting everything in my life (health, work, family, relationships etc.) so I started seeing doctors at Fresh Start. Someone from Fresh Start suggested me to start taking help from a counsellor.

And then I meet you. From that day onwards, everything started changed in my life.

Today is the day 16 (still long way to go), and I have not had a single drink. I cannot believe myself, but it is true. After four years I achieved this small milestone.

I want to say thank you Gary for:

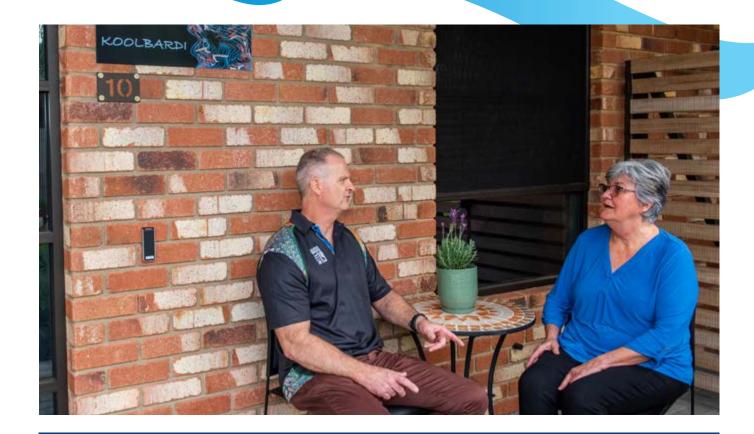
- Not judging me
- · Always listening to me
- Suggesting different strategies in my journey of addiction
- Changing my perspective towards seeing life
- Your support for managing relations and family
- list will go on and on...

I really wish every addict should get a counsellor like you who treats patient like a friend and accepts the challenge to change their lives the way you did mine.

Thanks a lot for everything.

See you soon





Mary's Story

My name is Mary and I was a patient of Jenette Seagrott, my former Community Nurse.

I am 51 years old and live and battle daily with Bi Polar 2. Mental illness has severely and catastrophically affected my life since childhood. I was born into a family wrought with psychiatric disorders and since I was 22 I've been in and out of hospital three or four times every miserable, depressive year. Many of these admissions were involuntary.

I was referred to Jenette at Richmond Wellbeing by my GP. One of the first things she supported me with was to transfer from public housing and secure a home in the private sector. She did this by keeping me at an optimal level of mental and emotional stability so that I was (and still am) employable. Early on Jenette said she had never encountered anyone who had been on the disability pension for so long, to then move on and successfully maintain employment. You cannot imagine how proud, validated and empowered this single statement made me feel and is one that has stayed with me.

Since my GP referral my life has been enhanced and honestly saved many, many times. She played a significant role in helping me to rebuild a healthy, stable relationship with my family and long-term partner. Recently I lost my beloved Mother to dementia and her demise was particularly savage, painful and cruel. I would not have survived this time in my life without this unstoppably kind, caring, and sincere person to support me - an experienced and tirelessly working nurse that I could confide in without fear or judgement.

Jenette never failed to keep an appointment and liaised continuously with me and my doctors. Her professional knowledge brought me to my current psychiatrist and for this connection I can't thank her enough. We investigated and navigated support programs together, which enabled me to stay out of the public hospital system, with its long waitlists and additional trauma. She helped me navigate phone calls, finances and explained (and re-explained) medications and their endless pros and cons.

Jenette and Richmond Wellbeing have been my literal, physical and mental lifeline. I have my confidence and trust back and could never find the heartfelt words to express my thanks. Your organisation made this possible and my GP's referral to Jenette changed my life.

First of its kind in WA

Living Well – Mental Health Community Care Unit: A new service for people experiencing severe mental health distress

Although attitudes to mental health are changing in Australia, stigma and discrimination continue to exist often leading to further mental distress as well as a lack of help-seeking behaviour. Misrepresented by the popular media, mental illness and its treatment are frequently viewed with fear and suspicion and dominant images of treatment contribute to the stigma associated with mental health distress.

Living Well – Mental Health Community Care Unit, a new service in Perth's south—the first of its kind in Western Australia—is challenging these misconceptions.

Diversifying the service options available in Perth, the new home-like 20-bed Community Care Unit located in Orelia is a holistic, recovery-orientated service for adults who need mid to long-term intensive support. Living Well is funded by the Mental Health Commission and delivered by Richmond Wellbeing in partnership with Cyrenian House and Rockingham and Peel Community Health.

A multidisciplinary collaborative team provides 24/7 support and works with each person to identify and achieve their individualised independent living goals.

The intensive one-on-one and group support enables residents to develop social skills, build and sustain relationships, and make informed choices to aid their personal recovery journey. With newfound confidence and skills, residents transition to independent living with the option of outreach support to ensure they feel equipped to sustain their wellbeing. Whilst Community Care Units such as this operate in Victoria and Queensland—with positive outcomes—Living Well is the first of its kind in Western Australia.

According to Adrian Munro, Richmond Wellbeing's CEO, the service provides those previously reliant on hospitals or hostels, with holistic, intensive support to embed their personal recovery goals.







LGBTIQ+ Champions lead the way

During 2021, the LGBTIQ+ Champion Helen Robinson, visited Richmond Wellbeing's residential services and engaged clients and staff in open and safe conversations on LGBTIQ+ topics. From these visits the idea of an LGBTIQ+ Team Champion at each service arose in recognition that a single Champion could not adequately meet the needs of all outreach and residential services.

Several staff, some who identify as LGBTIQ+ and some as allies, expressed interest in the Team Champion concept, and put their hand up. Terms of Reference were then created to outline their role and responsibilities.

Richmond Wellbeing now has nine Team Champions and is recruiting more to ensure every service has an active ally to discuss concerns, review resources and problem-solve any challenges that arise. Some of the ideas and resources identified through the LGBTIQ+ Team Champions include:

- LGBTIQ+ resident/consumer groups at selected sites
- A guide to LGBTIQ+ client groups
- The development of a staff professional development workshop on pronouns and inclusive language
- A file of LGBTIQ+ hard copy resources at residential sites
- A proposal for a consumer position on the ENRICH Committee
- LGBTIQ+ events on sites for residents and staff, including services coming together for events, creating opportunities to meet
- A revision of the client consent form to provide better privacy and confidentiality for Gender Diverse clients
- A review of LGBTIQ+ resources, policies and procedures
- The creation of posters to identify Team Champions at residential sites







Having LGBTIQ+ Team Champions within our services provides insight into what is happening at the service delivery level. Champions act as advocates for residents, reminding staff about the importance of inclusive practice and supporting staff and clients with the resources and information needed to provide a welcoming, safe and effective service.





Rainbow Tick Communities of Practice

Richmond Wellbeing continues to lead two Rainbow Tick Communities of Practice—one in the Metropolitan area and one in the South West—and membership is expanding. There are now 12 organisations in the Metropolitan Community of Practice and eight in the South West. New members, 2020-2021, include the Buddhist Society of WA, Mission Australia, Palmerston Association, Parkerville Children and Youth Care, WA Cricket, Accord West, Bunbury Anglican Church, the WA Country Health Service (Acute Psychiatric Unit and Youth Action). The groups provide a strong network, tools, resources, and a space to collaborate and identify solutions to common issues or challenges.

ENRICH Committee

Across all the activities described, the ENRICH Committee provides governance and drives continued capacity building for all Richmond Wellbeing staff to deliver safe and appropriate services for the LGBTIQ+ community. In the last financial year, the ENRICH Committee undertook an inaugural staff survey (46% response rate), asked for feedback on whether Richmond Wellbeing should move to the acronym LGBTIQ+ to be inclusive of diverse young



people, enabled internal systems to capture pronouns and determined the number of staff using the function, held the inaugural LGBTIQ+ staff huddle with senior staff, monitored and communicated the ENRICH Operational Plan progress and welcomed consumer representatives to the Committee.



Navigating the NDIS

As we all know, the National Disability Insurance Service (NDIS) can be tricky to navigate, even more so if living with a psychosocial disability or supporting someone who is. The NDIS can also be confusing for many NDIS service providers to know how to best advise their clients to achieve the best outcome of success in their NDIS application.

Richmond Wellbeing has been working on an innovative program, in partnership with RUAH and funded by the Department of Communities, to develop a new approach designed to enrich the knowledge of NDIS service providers around psychosocial conditions and what evidence is best suited to supporting clients in their NDIS application journey.



Living My Best Life (LMBL) was officially launched in February, and provides training workshops, mentoring podcasts and a Community of Practice all wrapped around an approachable, graphic novel style (comic book) resource that looks at the journey of five vulnerable characters as they all navigate their own NDIS journey with the barriers that each face.

The LMBL graphic novel was recognised as a finalist in the WA Mental Health Awards - Innovation category



Kim Hughes' Finest Century

This year, former Australian Test Cricket Captain Kim Hughes travelled to local Perth sporting clubs to encourage men to speak about their mental health and reach out for support when needed. As Richmond Wellbeing's Bouncing Back Ambassador, Kim openly shares his journey of recovery and experiences as a child and test cricketer in the 1980s which established his reliance on alcohol to manage his mental distress. An intervention by his son and close friends kickstarted Kim's recovery journey. At the time, they were very concerned about the risks he was exposing himself to, and those around him, through his increasing alcohol use.

Kim initially attended a two-week rehabilitation program at Abbotsford Hospital, where he saw the darkest side of drug and alcohol addiction, followed by outreach support from mental health nurse Gary Anderson as part of Richmond Wellbeing's MH Connext program.

He recently reached his finest milestone to date — 100 weeks free of alcohol — which he celebrated with best mates Richmond Wellbeing's Richard Menasse and former WA cricket coach Wayne Clark. Both were with Kim through his most challenging times. Wayne Clark is a former West Australian Cricket Coach, and he also recently joined Bouncing Back. Since 2019 Bouncing Back has delivered sessions to 177 sporting clubs and 3,657 club menbers spreading the word about the importance of looking after mental health and wellbeing.

Kim has also spoken about his recovery publicly on ABC radio, ABC and SBS's Insight, crediting his family, friends and MH Connext for his sobriety and the great relationship he now has with his kids and grandchildren.











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