



Annual Report

2024 - 2025



It takes courage

Richmind
WA

Acknowledgement of...



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. We 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 people who identify as Aboriginal and/or Torres Strait Islander in co-designing services that are culturally appropriate for individuals, families, and communities.

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.

DIVERSITY

We acknowledge and deeply value the contributions of diverse communities.

We particularly acknowledge members of the LGBTQIA+ community and those from culturally and linguistically diverse (CaLD) backgrounds and recognise the rich contribution they make to our organisation.

About Us

At Richmind WA, we shape the future of mental wellbeing services and support mental wellbeing and recovery through the expertise, courage and passion of our people.

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 values

At Richmind WA we:

Live and
Breathe Recovery

Are Brave
and Explore

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'We listen deeply, see people as the individuals they are and support them to discover the courage they have to shape their own lives'

Put People First

Are Inclusive and Promote Belonging

Listen Deeply and Learn

From our Board Chair and CEO

The past 12 months were filled with meaningful progress and transformation. We extend our sincere thanks to Susan Milos for her leadership as Interim Chair and thank the Richmind WA community for welcoming Stephanie Buckland to the Chair role in April. Together, we are excited to lead Richmind WA into its next chapter.

This year marked a major milestone – 50 years of service in Western Australia. We celebrated this legacy with pride, reflecting on our humble beginnings in Victoria Park and the remarkable journey to becoming a leading provider of mental health services in our State. In February, we unveiled our refreshed identity: a subtle yet powerful shift that honours our Richmond Fellowship roots while clearly signalling our future-focused commitment to the Western Australian community. Launching this new chapter on our 50th anniversary made for a truly memorable celebration.

While we honour the past, our focus remains firmly on the future. Guided by a clear Strategic Plan and strong momentum, we are laying the foundations for a legacy that will carry us confidently into the next 50 years.

Internally, we have invested in our people through comprehensive leadership development and training initiatives. Introducing our new reward and recognition program has enabled us to celebrate many outstanding achievements across the organisation. Highlights included the Wirrin (Spirit) Awards and the inaugural Unite and Ignite Day, where staff from across the State came together to strengthen our sense of unity. The ice cream van was a crowd favourite and will make a return next year. This positive focus on our people is reflected in increased staff engagement and retention.

Richmind WA is committed to supporting those experiencing disadvantage or marginalisation. We continue to champion the voice of lived experience and foster inclusion and belonging. We proudly launched our Working Together Walking Together Aboriginal Reconciliation Plan, our Lived Experience Engagement Plan, and our second Enrich LGBTIQ+ Plan. These initiatives reaffirm our belief that everyone deserves to feel safe and welcome in our services.

Following extensive consultation, we developed our unique Theory of Change. This also provides a strong foundation to deliver meaningful impact and shape our strategic intent.

Advocacy remains central to our mission. Our second Men's Wellbeing Conference, delivered in partnership with Mens Talk, attracted strong sector support and laid the groundwork to develop a Four Pillars approach to improving men's mental health. We aim to see this pathway reflected in the Mental Health Commission's 5-year Plan and Suicide Prevention Plan, particularly to reduce suicide rates among boys and men.

This year, we are also pleased to see the establishment of Woodville House initiative, in partnership with Uniting WA and Homeless Healthcare, launch a new recovery program, while we also underwent community consultations that have helped shape our vibrant Albany community hub.

With a clear sense of purpose and a united team we are energised for the year ahead and optimistic about the positive change we will continue to deliver for the people we serve.

A professional headshot of Stephanie Buckland, a woman with short blonde hair, wearing a dark blazer over a patterned top, smiling at the camera.

Stephanie Buckland

Board Chair

A professional headshot of Adrian Munro, a man with short brown hair, wearing a dark blue suit jacket over a light blue shirt, smiling at the camera.

Adrian Munro

Chief Executive Officer

**Aunty Sandra Wilkes and
Uncle Peter Wilkes**



**Aunty Irene McNamara and
Uncle Albert McNamara**



From our Elders

As Elders, we reflect on a year of significant milestones in truth, respect, and healing for our community. The launch of the Working Together, Walking Together Plan in September marked a major step forward, demonstrating our commitment to genuine partnership and ensuring Aboriginal voices are woven into the fabric of our organisation.

We are proud of the increased participation in Cultural Awareness Training, with over 120 staff attending sessions led by Uncle Ken Hayward. These sessions foster learning and connection, deepening understanding of culture and history across our staff.

Our Koomba Moort (Big Family) 'Lunch and Learn' sessions continue to strengthen unity

and respect, while Sorry Day events offered powerful moments of storytelling and remembrance, particularly for those impacted by the Stolen Generation.

A highlight for us was sharing a virtual reality experience with the Board, developed with Curtin University, to build empathy and understanding of Stolen Generation histories.

We warmly acknowledge Maudie Sketchley, Aboriginal Cultural Lead, for her contribution, and Chief Executive Officer Adrian Munro for championing cultural engagement. As Elders, we will continue to walk beside you all, supporting ongoing healing, learning, and growth in the years ahead.

Our impact



224 individuals stayed across our **10** residential sites across WA



135 Beds provided

We proudly provided a range of supported accommodation and community-based mental health services across Nyoongar boodjar and look forward to working on Ngarluma country soon in 2026.

Supported Accommodation

How many people stayed across each of our residential sites:

PERTH METRO

16 Bassendean

33 Community Care Unit

7 Kelmscott

14 Momentum QP

52 Ngulla Mia

11 PaRK

10 Queens Park

REGIONAL WA

24 Bunbury CSRU

69 Bunbury SUSD

15 Busselton CSRU

Community-Based Services

How many people accessed our 7 community-based mental health services:



Albany Fellowship House

31

Commonwealth Psychosocial Support

263

Hearing Voices Network

81

Individualised Community Living Strategy

14

MH Connex

509

Moorditj Djerpin Wirrin

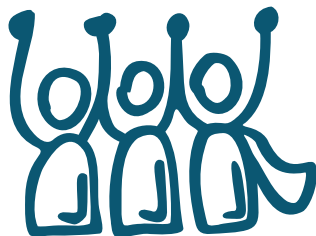
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NDIS

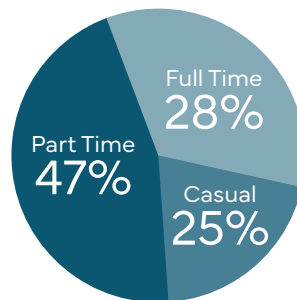
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Our People

344



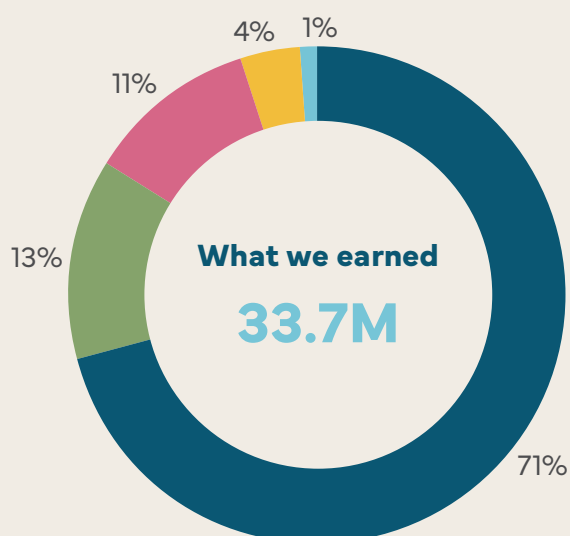
Employees (220 Full Time equivalent)



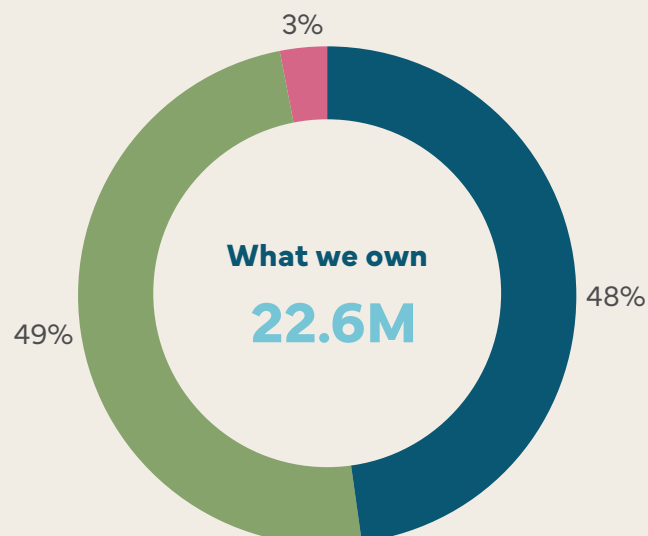
22% identify as neurodivergent

65% identify as having lived or living experience of mental health challenges

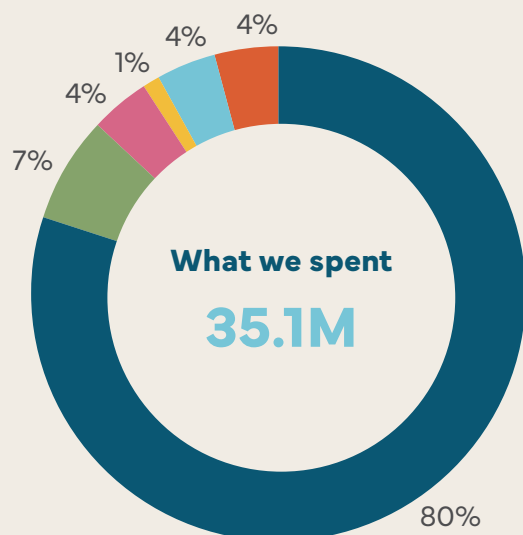
Our financials



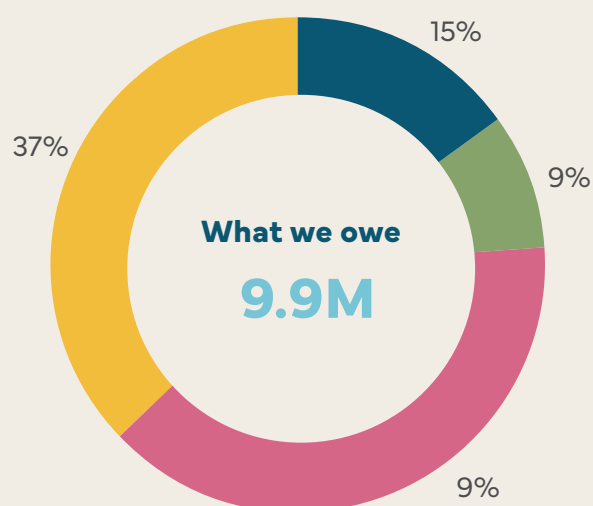
- Mental Health Commission Grants
- WAPHA Grants
- NDIS Income
- Client Contributions
- Rent and other income



- Cash and cash equivalents
- Property, plant and equipment
- Other assets



- Employment/Training
- Property and vehicle expenses
- IT and Communication
- Client expenses
- Other expenses
- Depreciation



- Trade and other payables
- Lease liabilities
- Employee liabilities
- Funds received in advance

To view Richmind WA's full financial report, please visit the ACNC website.

Our journey to a new brand identity

As we look towards the next 50 years, the evolution of our brand identity marks a new chapter, shaped by collaboration across our community. Through engagement with staff, consumers, funders, partners, and our Consumer and Family Reference Group, we evolved our name and identity, honouring our roots while embracing a clear, statewide direction.

Richmind WA pays tribute to our long history, drawing from the Richmond Fellowship legacy, while better reflecting our mission to support mental health and wellbeing across Western Australia. The name is both a promise and a fresh start: accessible, memorable, and focused on the journey to recovery.

Central to our brand is the phrase, "It takes courage." This simple statement speaks to the strength and resilience of everyone involved in mental health recovery.

We understand everyone's recovery journey is different. It's not a straight line, but one filled with twists and turns along the path.

Our new **Journey Lines** help to illustrate this, while reinforcing our dedication to supporting people at every step of the way.

Alongside these Journey Lines is our **Butterjac**, a combination of a butterfly and a jumping jack.

With its energy and positivity, the Butterjac further represents forward moving and upward journey towards recovery.

We are proud of our refreshed identity for Richmind WA, shaped by Western Australia's vibrant natural landscape and flora. This trauma-informed colour palette inspires a deeper connection to nature and self - from the deep blue of the Derbarl Yerrigan (Swan River) to the rich umber of the Pilbara. Our new visual identity incorporates biophilic design that promotes mental health recovery through the use of the colours and organic shapes found in the natural environment around us.

This rebrand is more than a visual update – it's a renewed commitment to those we serve. We are proud to invite everyone on this journey, united by hope, courage, and the belief that recovery is possible for all.

Biophilic and trauma-informed colour and design theory

Our new visual identity incorporates biophilic design that promotes mental health recovery through the use of the colours and organic shapes found in the natural environment around us.



**“I wake up and think, I am going
to make a difference today.”
Richmind WA team member**

It takes courage

- to recover
- to ask for help
- to keep showing up every day
- to work in this space
- to push the boundaries for better mental health outcomes
- to listen deeply and dig deeper
- to back new ideas
- to change your name
- to see every person as the individual they are

**‘everyone’s
recovery journey
is different’**

Journey Line

Butterjac



50

years of leading mental health services in WA

1970's

Richmond Fellowship WA: At the forefront of community-based care

Where it began...

Shaping the future of mental health services



- 1974 Where it all began
- 1976 Ruth Downer House opens
- 1978 Hillview opens

1980's

Paving the way for independent living in the community

- 1981 DELTA House opens
- 1981 Fellowship House Albany opens
- 1985 Richmond Fellowship WA launches the Independent Living Program
- 1987 East Fremantle Houses opens
- 1987 Shepperton Road Group Home opens

1990's

Expansion of services and advocacy

- 1990 A new building was erected at the Bassendean site
- 1991 Bassendean and Victoria Park Group Homes opens
- 1995 New accommodation sites are established

2000's

Embracing recovery and peer support

2010's

Outreach and person centred care

2020's

Innovation and Inclusion



2000 & 2003

- Bassendean and Queens Park Homes opens

2003

- Purchase our first management and administration office

2005

- Hearing Voices Network WA established

2007

- Community Supported Residential Units in Busselton opens and Supported Independent Living continues to grow

2008

- Community Supported Residential Units in Bunbury and Kelmscott Community Options opens and Recovery Outreach Service developed

2009

- John Casson AM appointed Patron of Richmond Fellowship WA

2010

- Ngulla Mia 'Our Place' opens

2011

- Individualised Community Living Strategy starts

2012

- Partners in Recovery starts and we host Richmond Fellowship Asia Pacific Forum

2013

- Peel, Rockingham, Kwinana (PaRK) service starts

2014

- Cannington office opens and Integrated Albany Fellowship House starts; Richmond Fellowship WA becomes Richmond Wellbeing

2017

- NDIS and Momentum Queens Park services start; first organisation in WA to achieve Rainbow Tick accreditation

2020

- Step Up Step Down Bunbury Opens

2022

- Living Well - Mental Health Community Care Unit opens

2023 & 2024

- Hosted Men's Wellbeing Conference in partnership with Mens Talk

2023

- Queer Company

2024

- Working Together, Walking Together Aboriginal Reconciliation Plan, Enrich Plan, Lived Experience Engagement Plan (2024-2028)

2025

- Richmond Wellbeing becomes Richmind WA

Unite & Ignite Day

This year in February, we celebrated our 50th anniversary, marking the occasion with our first ever Unite and Ignite (U&I) Day along the banks of the Derbarl Yerrigan. This all-staff event brought together teams from every region, including Albany and the South West, for a day focused on connection, recognition, and learning.

The event opened with a Welcome to Country and a smoking ceremony, led by our Elders, grounding the day in respect for the land and community.

Throughout the day, teams presented their work and accomplishments through an expo, providing a fantastic opportunity for cross-organisational learning and collaboration.

A key moment was the official launch of our new name and brand, Richmind WA, which represents our ongoing commitment to mental wellbeing and our future direction. The brand was unveiled with strong support from staff.

Staff were also recognised through the new Elevate and Celebrate service awards, honouring team members for 5, 10, and 15 years of dedication.

Throughout the day, everyone took part in breakout sessions aimed at professional growth and team building. U&I Day set a positive tone for our next chapter, and we plan for it to become an annual tradition as we continue nurturing a positive, connected and engaged workforce.



Celebrating 50 years

Following the energy and connection of our U&I Day, we hosted a special event that brought together funders, partner organisations, and valued community friends to mark this significant milestone and share our evolving story.

As we reflected on how the mental health system and our organisation had evolved over the five decades, the event provided a meaningful platform to introduce our new brand identity to the wider community.

Receiving an overwhelmingly positive response, we were pleased to invite our partners and friends to join us as we look ahead, committed as ever to supporting mental health and wellbeing across Western Australia under the banner of Richmind WA.

A highlight of the celebration was guest speaker Dean, who shared the story of his personal recovery and the profound influence our services had during his more than two years in our supported accommodation program.

Dean's story

On the inside of Dean's arm is a tattoo that reads: #neverquit – a powerful reminder of his journey from despair to hope.

After returning to Perth in 2014 following a difficult separation and time in a Canadian mental health ward, Dean was struggling with severe depression and suicidal thoughts. He felt he had no future and no reason to live.

"I didn't believe I deserved to exist," Dean recalls.

Richmind WA became a lifeline. Through residential care, counselling, and psychological support at Ngulla Mia, Bassendean, and Recovery House in Queens Park, Dean began rebuilding his life.

He credits Richmind WA with walking alongside him as he regained independence, reconnected with his family, and engaged in stable employment.

"Richmind WA helped put the foundations back underneath me," he says. "They gave me the tools, but I had to do the hard work too."

Dean's recovery also led to new beginnings. While living in supported accommodation, he met his partner, and they now have two children. "Maybe that's when I started to realise I could like myself—if someone else saw the goodness in me."

The recent loss of a colleague to suicide reaffirmed Dean's commitment to mental health advocacy.

"It brought back memories I'd rather forget. But it also reminded me how important it is to speak up and support others."

Dean now finds joy in life's small moments – reading bedtime stories to his children, umpiring weekend cricket, and cherishing time with his family. He encourages others, especially men, to seek help early.

"We're not immune to mental distress. Richmind WA was a wonderful starting point for me – and it can be for others too."

Our Theory of Change

This year, as part of our strategic focus on 'making and measuring impact', we worked with Social Ventures Australia to develop our Theory of Change, gathering ideas and feedback from across our organisation. This collaborative process has given us a clear, shared roadmap for how we create positive change for the people and communities we serve. Our Theory of Change now guides our strategy and inspires us as we move forward together with purpose and optimism.

Issue

There is a mental health crisis in Western Australia, with just under 1 in 2 Western Australian's experiencing mental health challenges in their lifetime. This wide scale issue affects individuals, families and communities on a dramatic scale, impacting their long-term quality of life and outcomes whilst increasing burdens on governments and healthcare providers.

This issue is compounded by inequality of access, inequitable education levels, complexity of navigating services and a fragmented system making it difficult for individuals experiencing mental health challenges to receive the correct level of care, when they need it, in the most suitable setting.

Additionally, societal stigma and a poor understanding of mental health continue to perpetuate in society at large. This has led to the permeation of an overly medical view of mental health, instead of a more holistic and modern view.

Response

Richmind WA provides individuals and their families the knowledge and tools to manage their mental health in the community. We work to minimise barriers to access and create safe spaces for people to build trust and engage in their recovery. We deliver innovative responses along the continuum of service that address the needs of Western Australians throughout their recovery journey, striving to close gaps in the system.

We also aim to be a transformative leader for mental health in Western Australia, working to change social perceptions and stigma relating to mental health and the effect this has on policy and healthcare provision.

We work courageously to shape the future of mental health in Western Australia, informed by the voice of lived experience, developing services and support for mental wellbeing recovery through expertise, experience and compassion.

Activities

- Supported accommodation
- Community and outreach
- Advocacy and education
- Peer support networks and lived experience guidance
- Culturally informed practice
- Workforce planning and development
- Strategic partnerships

Stakeholders

- Individuals experiencing mental health challenges
- Families, carers and supporters of individuals accessing the services
- Our diverse workforce
- Funders, regulators and partnerships including public health care system and other mental health providers
- The broader Western Australian community

Outcomes

Impact

Individual

Immediate **safety, health, and wellbeing needs are met**, trust is built, and individuals have increased agency. Individuals feel **empowered** to take an active role in their recovery and **confidently engage in the next stage** of their journey.

Individuals receive the right care, in the right place at the right time. They feel safe to engage and build strong relationships, with a sense of hope about their future. They have a stable home and good health to experience mental health recovery, wellbeing and realise their aspirations.

Families & Carers

Families and carers are **knowledgeable and confident**, and are actively involved in the individual's recovery **as requested**, fostering independence and reducing the need for ongoing support.

Families and carers support the individual's journey, stepping in and stepping out as needed on their recovery journey.

Our People

Our people feel **safe, valued, and heard**. They are skilled and confident, in services **informed by lived experience** to make a **meaningful difference in the community**.

A society where individuals experiencing mental health challenges, their families, and carers are empowered to lead fulfilling lives, supported by transformative care informed by lived experience. An engaged, empowered and energised workforce embrace their role in driving positive change.

Funders, Regulators & Partners

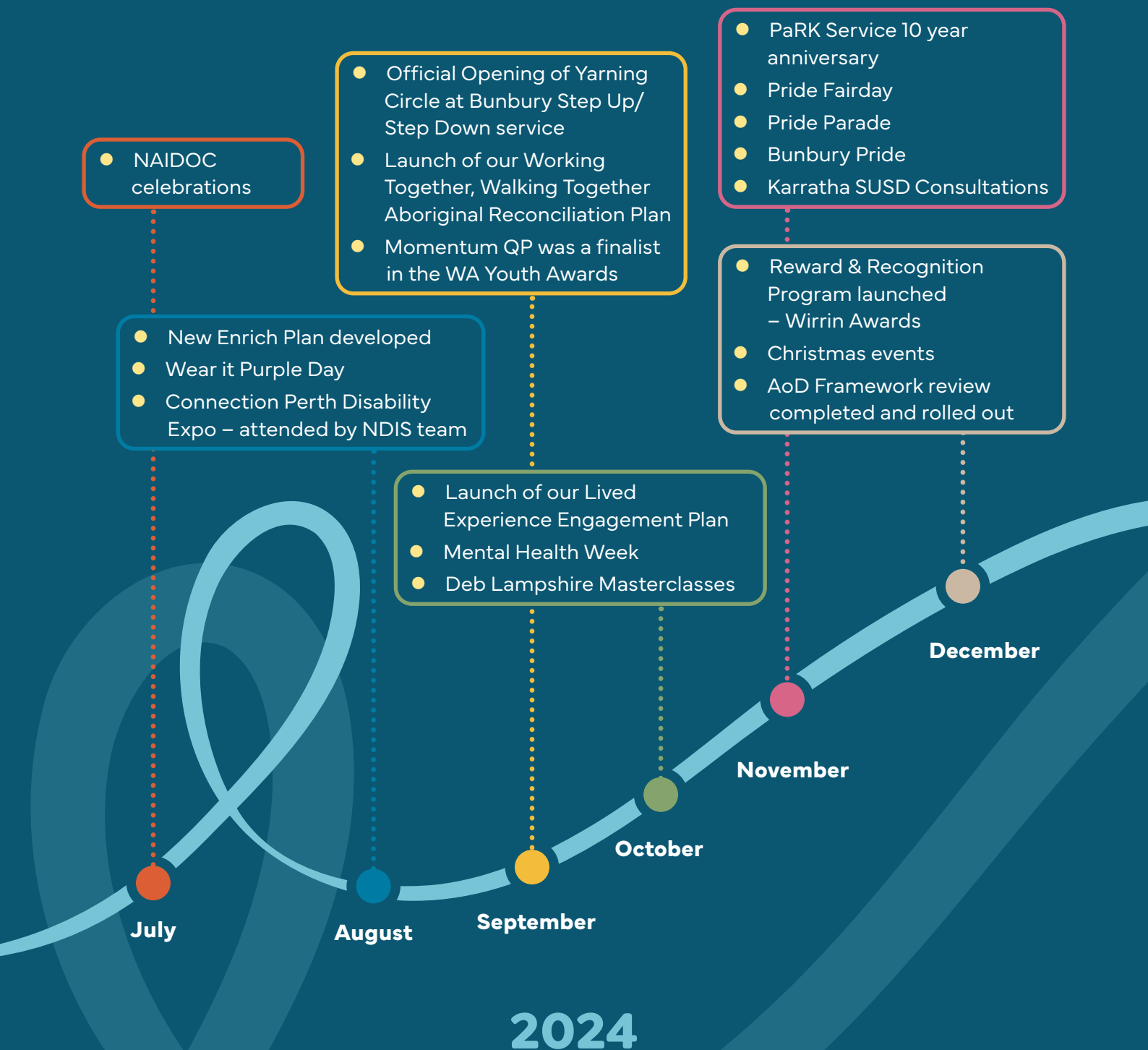
We have strong partnerships, **accurate reporting**, and **enhanced capacity**. We are recognised as leaders in mental health innovation.

Through system-wide collaboration, advocacy and evidence-based practices, we close service gaps, shift community attitudes towards mental health, and drive inclusive change.

Our journey through the year

Over the past year, various initiatives have contributed to the progression of our strategic plan, positioning Richmond WA as a leader in transformative services. These efforts included identifying and addressing gaps for people experiencing mental health challenges, promoting the voice of lived experience and exploring how we may influence lasting system change and shift community attitudes in Western Australia.

Activities during this period have included the launch of strategic initiatives, engagement with the community through events and consultations, recognition of service milestones and anniversaries, and the creation of new frameworks for service delivery and impact measurement.



- Theory of Change established
- Albany Pride 2025
- Woodville House opens
- Stephanie Buckland appointed Board Chair
- Bassendean Individualised Support turned 5
- Thread Together visit for International Women's Day
- Harmony Week celebrations
- HeART & Soul Exhibition – South West

- Tackling Tobacco Initiative Conclusion
- Fellowship House Community Consultation

- Celebrated turning 50
- First Unite & Ignite Day
- Staff Service Awards
- New website launched
- New brand identity revealed
- "See you see me" multicultural training

- HeART & Soul Exhibition - Metro
- Enliven – Youth Preparedness Project endorsed

- Leadership Development Training program launched
- National Reconciliation Week
- IDAHOBIT
- Busselton CSRU garden transformation with help from Bunnings volunteers
- Theory of Change and Outcomes Measurement Framework
- CPS Social – community BBQ event
- SPA Grants – Bouncing Back, Sussex St

- Karratha SUSD Consultations
- Cultural Awareness Training Launched

January

February

March

April

May

June

2025

Bridging gaps through innovation and advocacy

At Richmind WA, we recognise the urgent need to bridge gaps in mental health service delivery, particularly for vulnerable and overrepresented communities including LGBTIQ+, Aboriginal and Torres Strait Islander, and Culturally and Linguistically Diverse groups. Guided by our Strategic Plan pillar of Innovating to Bridge Gaps, we are committed to understanding

unmet needs across areas such as youth and men's mental health, eating disorders, and personality disorders. Through deep consultation, lived experience, and collaborative design, we aim to develop innovative service responses that support those who fall between the cracks, ensuring inclusive, effective care and improved outcomes for all.

WOODVILLE HOUSE AND ADVOCACY

To address a critical gap in services for people experiencing complex homelessness and co-occurring health challenges, Richmind WA co-designed the Woodville House pilot in partnership with Uniting WA and Homeless Health Care. This innovative 12-month program provides wrap-around support for up to 12 individuals through a multidisciplinary team of clinicians and recovery specialists.

Woodville House delivers practical, recovery-focused outcomes for those not well served by existing systems.

The pilot is being independently evaluated by Dr Paul Flatau (UWA), and reflects our commitment to bridging service gaps through collaboration, innovation, and lived experience-informed design.

ENLIVEN – YOUTH PREPAREDNESS PROJECT

Richmind WA began the Enliven project in August 2023 as part of our ongoing work in youth mental health. This strategic initiative engaged internal stakeholders, a youth reference group, and external specialists to identify five priority areas for service innovation and improvement. Enliven confirmed our strong positioning to deliver meaningful, youth-

specific mental health responses – both now and into the future. With several priority actions already underway and a full action plan targeted for completion in 2025, Enliven reflects our dedication to co-designed, evidence-informed solutions that respond to emerging needs and ensure young people receive the support they deserve.



HEART & SOUL ART PROJECT

In its second year, the HeART & Soul project continued to offer a vibrant and restorative space for individuals navigating mental health recovery. Grounded in the belief that creativity fosters connection and healing.

Through workshops and shared storytelling, culminating in exhibitions, HeART & Soul has provided participants with a safe, creative space to express themselves, build confidence, and connect with others through the power of art.

We share two powerful stories from participants whose journeys reflect courage, creativity, and connection.

Eva's Story

"When I do artwork, my voices disappear. I have been painting for 3 years now and often send my paintings to family and friends, as gifts.

I have been making cards for about 5 years now and also send these or give them as gifts around Christmas and Easter time.

When I concentrate on my artwork everything else is blocked out. One of my voices is called Phil and when I drive, he often shouts at me. I also hallucinate and see shadows, and this can really freak me out.

I do the art mostly in the afternoons. In the mornings I often have appointments, but my afternoons are free, and this can be a time when my voices play up more. If someone speaks to me once I've started, I tell them I'm doing art, and they can speak to me in about an hour.

Somehow, when I am doing my artwork regularly my voices are quieter, and it eases the voices.

I am completely in the moment, sensing and feeling what I'm doing.

I'm calmer in my body, I'm not jumpy and I don't have anxiety attacks – doing the diamond art or making cards calms me down. My voices are aware of this, they know.

My voices can sometimes be derogatory and nasty but with the artwork Phil calms down; I'm not sure if he watches me. Sometimes I hear a tap, tapping and when I hear this I have to go to the voice.

When I finish a piece, I'm relieved and also excited. I have a sense of achievement. I say to myself 'Yes, that looks really cool.'

Hearing Voices Network groups help me feel I'm not alone and that I'm not crazy that there are other people like me. I hear everyone else's stories, and I can relate to those stories."

Tuyet's Story

"I like to keep busy – cooking, cleaning, being in the garden. And in recent times I have thought it would be good for me to slow down but I find this very hard. My daughter showed me some painting apps on the phone, a few years ago and this is how I started.

I like to paint flowers. To look at how flowers change with every season. To watch birds as they fly over and try to paint those.

After a while I was surprised how drawing/painting relaxed me and calmed my mind. I was also surprised when I had finished a painting and looked at it thinking – 'that's not bad!'

It's good to give myself a goal. I can express myself through art. I can see myself through

my art. My body feels lighter. Anxiety that I feel, worry, my busy mind, burden... I paint and I feel I have found something good; I feel at peace.

Anxiety heals with the stroke of a brush.

We are all learning, all the time. I make mistakes and I reflect on those and look at things realistically.

My paintings reflect how I see things; they reflect my state of mind. Without art my mind goes everywhere but when I sit down everything goes into the one stroke.

The HeART & Soul workshops have been very relaxed. They offer a safe space for us all. There is serenity in the room."

Listening to the voice of lived experience

Richmind WA's Consumer and Family Reference Group (CAFRG) brings together current and former clients, family members, staff, and an external Lived Experience Representatives to shape our services through monthly consultation. This diverse group influences service design, delivery, evaluation, and strategic decision-making, ensuring our work reflects real-world needs and experiences. CAFRG has co-designed key initiatives including our Strategic Plan, Lived Experience Engagement Plan, Peer Workforce readiness, and service enhancement projects like Enliven and Enrich. Their insights have strengthened policies, improved consumer resources, and deepened cultural responsiveness. We are deeply grateful for their leadership, collaboration, and commitment to driving meaningful, systemic change.



Meet Gayle

Gayle brings deep insight, compassion, and unwavering advocacy to Richmind WA's Consumer and Family Reference Group (CAFRG). A retired public servant and mother of six, Gayle's lived experience as a carer for her son Luke, who lives with schizophrenia, OCD, and an intellectual disability, has shaped her decades-long commitment to mental health reform. Her connection to Richmind WA spans many years, including a previous term on the organisation's Board, where she helped guide strategic direction and champion consumer-focused care.

Gayle's advocacy is grounded in real-world experience. She ensures Luke's voice is heard in every decision affecting his wellbeing, from NDIS planning to daily support. Her pride in his independence – his tidy home, his joy at Catch Music events, and his quiet chuckles – reflects the power of consistent, respectful care.

With Scottish, Irish, and Jewish heritage and a childhood shaped by socioeconomic disadvantage in Yorkshire, Gayle understands how difference can lead to exclusion. These insights fuel her commitment to equity, inclusion, and systemic change – especially for those misunderstood or marginalised due to mental health challenges.

As a CAFRG member, Gayle contributes to policy review, service design, and organisational strategy. She brings her government experience and lived expertise to every discussion, believing that those with lived experience are best placed to shape meaningful, responsive services.

"I'm proud to see Luke living his best possible life. And I'm proud to help others find their way too."

Gayle's legacy at Richmind WA is one of courage, empathy, and action – ensuring that lived experience remains at the heart of everything we do.

Spotlight

Hearing Voices Network WA – Breaking Stigma, Building Hope

Richmind WA proudly hosts Western Australia's only Hearing Voices Network (HVN), a pioneering service supporting people who hear voices, experience visions, or live with other sensory phenomena. HVN WA challenges stigma by creating safe, peer-led spaces where individuals can share experiences, reduce isolation, and explore recovery on their own terms.

Our commitment to evidence-informed practice is reflected in current research led by Richmind WA employee Dr Anita Williams, who is investigating the impact of HVN group participation on recovery outcomes. Her work will help strengthen understanding of how peer connection and lived experience can transform mental health support.

In 2024, during Mental Health Week, Richmind WA welcomed hearing voices specialist Dr Debra Lampshire from New Zealand to lead a series of masterclasses. Deb's lived experience and professional

expertise offered powerful insights into the evolving mental health landscape, helping upskill our staff and community partners in supporting voice hearers with empathy and respect.

Beyond Western Australia, Richmind WA extended its HVN leadership to the Northern Territory, where our team travelled to Darwin to support the establishment of local Hearing Voices Networks. Through training and capacity-building workshops, we helped embed peer-led principles and build sustainable support systems for voice hearers in remote communities.

The Hearing Voices Network WA continues to grow as a beacon of innovation, inclusion, and hope. It reflects our strategic commitment to bridging service gaps and amplifying lived experience in every aspect of care. As one participant shared: "Here, I'm not judged. I'm heard."



Planning foundations

In the first year of our 2024–28 Strategic Plan, Richmind WA focused on establishing key foundational frameworks to guide future initiatives and deepen our impact. This included the development of our Lived Experience Engagement Plan, the Enrich LGBTQIA+ Inclusion Plan, and our inaugural Working Together, Walking Together Aboriginal Reconciliation Plan. Each framework reflects our commitment to inclusive, co-designed service delivery and lays the groundwork for meaningful partnerships, culturally responsive practice, and innovative responses to unmet mental health needs across diverse communities.

LIVED EXPERIENCE ENGAGEMENT PLAN

This year Richmind WA proudly launched its Lived Experience Engagement Plan (LEEP), a cornerstone initiative aligned with our Strategic Plan commitment to co-design and inclusive practice. Spearheaded by our Lived Experience Engagement Lead, Carli Sheers, the plan was developed in partnership with our Consumer and Family Reference Group (CAFRG), lived experience staff, and community stakeholders. The LEEP sets out a clear framework to embed lived and living experience perspectives across all levels of our organisation, from frontline services to strategic decision-making.

The plan outlines practical actions to strengthen participation, elevate consumer and carer voices, and build organisational readiness for a thriving peer workforce. It includes guidance on intentional disclosure, safe sharing practices,

and culturally responsive engagement, with input from diverse communities including Aboriginal and Torres Strait Islander peoples, LGBTQIA+ individuals, and those from Culturally and Linguistically Diverse backgrounds.

Already, the plan has informed policy development, staff training, and service design, and is shaping how we measure impact and accountability. It reflects our belief that lived experience is not only valid – it is vital to innovation, recovery, and systemic change.

By embedding this plan into our organisational DNA, Richmind WA is creating a culture where lived experience is respected, supported, and central to everything we do. It's not just a document – it's a commitment to transformation.

EMBRACE

Building on our commitment to inclusive practice, Richmind WA introduced Embrace – a strategic initiative focused on strengthening engagement with Culturally and Linguistically Diverse (CaLD) communities.

Recognising the barriers many CaLD individuals face in accessing mental health support, Embrace aims to ensure our services are culturally responsive, welcoming, and informed by diverse lived experiences.

This year, we delivered cross-cultural training to staff, deepening understanding of migration journeys, cultural identity, and systemic disadvantage. We also prioritised amplifying CaLD voices in service design and organisational planning.

Embrace complements our broader strategic efforts to bridge service gaps and foster equity, ensuring that people from all backgrounds feel safe, respected, and supported.



ENRICH

Richmind WA's Enrich Plan is a dedicated framework to strengthen inclusion, safety, and visibility for LGBTIQ+ consumers, staff, and communities. Co-designed with lived experience representatives, the plan outlines practical actions to embed affirming practices across service delivery, workforce development, and organisational culture. It reflects our commitment to equity and belonging, and aligns with our ongoing pursuit of Rainbow Tick accreditation. This national benchmark recognises excellence in LGBTIQ+ inclusive practice. This process involves continuous review of our systems, staff training, and meaningful consultation with LGBTIQ+ stakeholders to ensure our services meet the highest standards of equity and care.

We continue to build capability and engage meaningfully to ensure our services are welcoming, respectful, and responsive to the needs of LGBTIQ+ people across Western Australia.



WORKING TOGETHER, WALKING TOGETHER

Richmind WA took a significant step forward in 2024 with the launch of our Working Together, Walking Together Aboriginal Reconciliation Plan (WTWT) – named in honour of Elder Uncle Albert's powerful words: "We have to work together, walk together and make the change together."

The plan reflects our deep commitment to respectful, culturally safe partnerships with Aboriginal communities and is grounded in Dr Michael Wright's 7 Excellence Criteria for Aboriginal engagement.

Throughout the year, the plan has been actively embedded across the organisation, guiding our approach to service design, staff development, and community collaboration. A key highlight was regular Koomba Moort lunch-and-learn sessions and Aboriginal Cultural Awareness training led by Elder Uncle Ken Hayward, which provided our people with deep and meaningful insights into history, identity, and healing.

The Working Together, Walking Together Plan is more than a framework - it's a living commitment to reconciliation, shared leadership, and systemic change. It ensures Aboriginal voices are central to our work and that our services reflect the strengths, needs, and aspirations of the communities we serve.

As we continue this journey, we remain guided by our Elders and the principle that real change happens when we walk together with purpose and respect.



Elevate and celebrate

As part of our commitment to recognising and uplifting the contributions of our people, Richmind WA launched Elevate and Celebrate - a comprehensive reward and recognition program that honours excellence, values-driven practice, and team spirit. This initiative introduced the Wirrin Awards, celebrating staff who embody our organisational values; the Koora-Yay Benang Service Awards, acknowledging outstanding service delivery; and Kaya Cheer, a peer-nominated appreciation program that fosters positivity across teams. Together, these elements create a culture of recognition and pride, reinforcing the everyday impact of our workforce and the shared values that drive meaningful change across Richmind WA.

WIRRIN AWARDS

The Wirrin Awards are a cornerstone of Richmind WA's Elevate and Celebrate recognition program, honouring our people who exemplify our core values in action. This year, we received an overwhelming number of nominations from across the organisation - testament to the dedication, compassion, and integrity of our team. The calibre of submissions made selecting finalists incredibly difficult, with so many individuals going above and beyond to support consumers, colleagues, and community.

We extend heartfelt congratulations to all nominees and finalists. Your contributions reflect the spirit of Richmind WA and the values that drive our work every day. Whether through quiet acts of kindness or bold leadership, each nominee has helped shape a culture of excellence and care. The Wirrin Awards remind us that it's not just what we do, but how we do it - with heart, purpose, and unwavering commitment to those we serve.



KAYA CHEER

Kaya Cheer was reimagined and relaunched in 2024 as part of Richmind WA's Elevate and Celebrate recognition program, breathing new life into a previous appreciation system. Designed to foster positivity, connection, and peer-to-peer recognition, Kaya Cheer invites staff to nominate colleagues who go above and beyond - whether through acts of kindness, teamwork, innovation, or living our organisational values.

The refreshed program has been embraced across the organisation, with a surge in nominations reflecting the strong culture of gratitude and mutual respect among our teams. Kaya Cheer is more than a gesture - it's a way to spotlight everyday contributions that make a big difference. By celebrating the small moments and unsung heroes, we continue to build a workplace where people feel valued, seen, and inspired. The relaunch has helped embed appreciation into our daily rhythm, reinforcing the spirit of collaboration and care that defines Richmind WA.

Celebrating 15 years of service

At our 2025 U&I Day, Richmond WA proudly introduced the Koora-Yay Benang Awards – Yesterday, Today, Tomorrow – to honour staff who have dedicated 5, 10, or 15 years of service. These awards celebrate the enduring commitment, care, and impact of team members who have helped shape our organisation over time. The ceremony was a moving tribute to those who've walked alongside us through change and growth. Each milestone reflects not just years worked, but lives touched and futures built. We congratulate all recipients and thank them for their loyalty, leadership, and the legacy they continue to create.

DIGBY MUNRO

Digby Munro has been a dedicated team member for nearly 17 years, beginning in 2008 as a Recovery Support Worker with the Carer Respite Service. In 2014, he transitioned to the ICLS program, where he has continued his commitment to supporting individuals in their recovery journey. Digby's extensive experience and dedication to providing compassionate care have made a lasting impact on the lives of those he supports.

KIM O'MEARA

Kim O'Meara has been a valued team member for over 16 years, beginning in 2008 as a Relief Recovery Support Worker. With a passion for holistic wellbeing, Kim also brings unique skills as a Laughter Yoga Specialist, using the power of laughter to promote mental health and resilience. Her dedication to supporting individuals on their recovery journey and fostering a positive environment has made a lasting impact on both colleagues and the community.

KAMAL KAUR

Kamal Kaur has been a dedicated team member for over 16 years, starting in 2008 as a Relief Recovery Support Worker before transitioning to a Recovery Support Worker role at Queens Park in 2009. In 2017, she took on the role of Intake Officer, followed by a move to Senior Recovery Worker at Ngulla Mia in 2020. Since 2022, she has served as Assistant Manager at Ngulla Mia, stepping into the Acting Service Manager role multiple times. Kamal's extensive experience, leadership, and commitment to supporting individuals in their recovery journey have made a significant impact on both the team and the community.



Our Leadership

OUR BOARD



BACK ROW: Ben McEvoy, Susan Milos, Interim Chair July 2024 – March 2025, John O'Connor, Finance Committee Chair, James Curtis. **FRONT ROW:** Helen Reid, Governance Committee Chair, Matthew O'Shea, Stephanie Buckland, Board Chair and Sarah Fordham.

OUR SENIOR LEADERSHIP TEAM



BACK ROW: Adele Stewart, Chief Services Officer, Residential, John Thomson, Chief Services Officer, Community, Shelley Micale, Chief People and Brand Officer. **FRONT ROW:** Adrian Munro, Chief Executive Officer and Kate Dunne, Chief Financial Officer.

We would like to acknowledge the efforts of Ian Moore, who held the role of Chief Operations Officer and Blanche Foy, who held the role of Chief Financial Officer, who departed this year.

Thank you to our partners and supporters

Mental health is complex and supporting people who experience mental distress is far from straightforward. Often, a variety of supports and services are needed to support someone through their mental health recovery. At Richmind WA, we are thankful for and proud to work with a range of people, funders, communities and organisations including:

- AccessPay
- Aegis Aged Care
- aha Great Southern
- Anglicare WA
- Australian and New Zealand College of Psychiatry - WA Branch
- Australian Institute of Management
- Bentley Health Service
- Bunnings
- Carers WA
- Casson Homes
- CCI WA
- Champion Centre Armadale
- City of Canning
- City of Perth
- Community Employers WA
- Consumers of Mental Health WA
- Crowe
- Curtin University
- Cyrenian House
- Dentons
- Department of Communities
- Department of Health WA
- East Metropolitan Health
- Edith Cowan University
- Fly2Health
- headspace Albany
- HESTA Super Fund
- Hope Community Services
- Ishar Multicultural Women's Health Centre
- Kinship Connections
- Licensing and Accreditation Regulatory Unit
- Lifeline WA
- Lotterywest
- Makerite Contracting
- Marketing Why
- Marr Mooditj Training
- Me Bank
- Mens Talk
- Mental Health Advocacy Service
- Mental Health Commission (Western Australia)
- Moorditj Koort Aboriginal Corporation
- National Disability Insurance Agency
- North Metropolitan Health Service
- Nowanup
- Office of the Chief Psychiatrist
- Oseca (formerly GP Down South)
- Pride WA
- Roshana Care Group
- SmartFleet
- Social Ventures Australia
- Sonshine FM
- South Metro Health Service
- South-West Inclusion Network
- Stellar Systems
- Third Story
- Uniting WA
- WA County Health Service
- WA Network of Alcohol and other Drug Agencies
- WA Primary Health Alliance
- Western Australian Association for Mental Health



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