

2016 ANNUAL REPORT

journey to Flourish



RichmondPRA ^{Ltd}
Together, we're better.



Supporting Mental Health & Wellbeing



Tiger Mosaic mixed media on board

This artwork was made over several months, with input from numerous artists whom we support, both throughout the community and at O'Connell Street, Tamworth. The image was designed to be hung in the courtyard at O'Connell Street, so the colours were kept bright and vibrant to add to a positive atmosphere. People chose various objects to use in the mosaics including buttons, tiles, beads and glass pebbles.

Tamworth HASI Plus and HASI General weekly art and craft group

year overview

PURPOSE OF THIS REPORT

RichmondPRA is one of Australia's largest and most experienced not-for-profit mental health organisations. For over 60 years, we have worked in local communities to support people on their mental health recovery journey. We are continually developing and responding to people's needs that are reflected in our programs, consultation, research and advocacy work.

This reporting year, 1 July 2015 to 30 June 2016, provides a record of our activities, performance and financial position for RichmondPRA Ltd. Although our company will remain RichmondPRA Ltd, from August 2016 we will become known as Flourish Australia. In reviewing our outcomes and achievements for the year, we acknowledge our Board, Senior Leadership Team and our highly professional staff, and people with a lived experience of mental health issues, their families and carers, all of whom have contributed to these results.

This Annual Report will be printed in limited numbers, and is also available online at flourishaustralia.org.au

OUR THEME.

JOURNEY TO FLOURISH

The theme of this report is "Journey to Flourish", which reports on the continual evolution of our organisation to now be known as Flourish Australia from August 2016. Through this journey we have developed innovative services and programs which have supported people with a lived experience, their families and carers. We have worked alongside people who have followed a recovery path to flourish, and some of their stories are shared within these pages.

OUR PATRON

His Excellency General The Honourable David Hurley AC DSC (Ret'd)
Governor of New South Wales

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THE NEXT TWELVE MONTHS

snapshot of the year

WHO ACCESSED OUR SERVICES

During 2015/16 RichmondPRA provided services and programs around New South Wales and Queensland to



OUR MAJOR SERVICES ▲



Supporting people to make friends, get involved and learn new things



Working with people to find a job



Supporting people where they live



*This includes people supported by us in Partners in Recovery areas lead by other organisations

▲ Some people may attend more than one location and program

WE EMPLOY



667 staff
46.6%

with a lived experience of
a mental health issue

FEEDBACK SURVEY



97.5%

people satisfied
with our service*

WHERE WE ARE LOCATED ▲



1154	Hunter New England
531	South Western Sydney
574	Nepean Blue Mountains
332	South Eastern Sydney
451	Western Sydney
364	Illawarra Shoalhaven
887	Sydney
176	Western NSW
153	Southern NSW
125	Murrumbidgee
52	Northern Sydney
36	Queensland
20	Far West

FINANCE



33%

increase in income since July 2012

INCOME



DEMOGRAPHICS OF PEOPLE ACCESSING OUR SERVICES**

age	gender	indigenous	culturally & linguistically diverse
<16 233	male 2160	yes 403	yes 779
16-24 436	female 1638	no 3253	no 2513
25-34 571	other 5	not stated 147	not stated 511
35-44 877			
45-54 840			
55-64 617			
65+ 203			
Unknown 26			

*RichmondPRA Feedback Survey 2016 ▲ Some people may attend more than one location and program

**Demographic figures do not include people supported by us in Partners in Recovery areas lead by other organisations

“I’m really proud that I’ve come this far.”

Rabecca WOLLONGONG

IN HER YOUNG LIFE RABECA HAS SEEN AND EXPERIENCED THINGS THAT MOST OF US CAN’T EVEN IMAGINE.

Born a triplet in South Sudan, Rabecca lost her brother and sister and father within the first year of her life. Moving to war-torn Uganda, Rabecca’s village was constantly under attack. When Rabecca was 5-years old, she was badly injured in a bomb blast and with no medical treatment available; Rabecca and her mother were relocated to a refugee camp in Kenya. In 2007, Rabecca, now 14 and severely traumatized, immigrated with her mother to Australia as refugees, where she underwent surgery for her longstanding injuries.

Adjusting to a new culture and living an isolated life in Australia, added significant pressure to her vulnerable mental health. Rabecca was referred to Flourish Australia in 2013 and attended the New Outlook site in Wollongong.

Initially Rabecca was extremely unwell and unable to interact with anyone. Support workers would sit quietly alongside her, offering companionship. Gradually through perseverance and building trust, Rabecca started to open up and quietly participate in group activities.

“I was a shy girl. I couldn’t talk to anyone and was sad all the time,” remembers Rabecca. “It took me two years to talk to anyone and make friends at New Outlook.”

Chloe Hancock, now Manager at New Outlook, Flourish Australia, was a student when Rabecca started coming to New Outlook and spent a lot of time sitting with her. “Slowly we started a gentle conversation,” remembers Chloe. “We’d talk about what she liked and wanted to do.” Eventually Rabecca started to contribute to groups and talk with staff and other members.

“It was beautiful to witness and an absolute honour to watch her blossom and flourish, knowing what her experience had been,” remembers Chloe.

“Every day, Rabecca was pushing through with her mental health, and knowing this made it even more inspiring.”

Rabecca started participating in groups and together Chloe and Rabecca would discuss her goals and dreams. “Rabecca reflects her goals through art,” says Chloe. “This has taught us how we can use art to work with other young people.”

Rabecca now facilitates groups, and has run beading classes, an embroidery group and currently is involved with the “Stir it up” cooking program and an outdoor fitness class, both community initiatives and Accredited Certificate 2 courses.

“Now I can talk to anyone,” says Rabecca. “Especially Chloe – I can tell her anything. I’m not shy at all.”

“I like engaging with new people and learning different skills,” says Rabecca. “We learn something new every day here.”

One of the biggest revelations for the New Outlook team was Rabecca’s passion for cooking. Before arriving at New Outlook, Rabecca wanted to become a chef and was doing a hospitality apprenticeship. Although almost completed, she stopped studying because of her mental health issues. Rabecca has now restarted her studies and is highly skilled in the kitchen where she also volunteers.

One of Rabecca’s long-term goals was to live independently. “In the past she’d start and withdraw from the process – she wasn’t ready,” remembers Chloe. “But this time she kept at it – working through the different applications and interacting with all the agencies. She was so determined.”

When Rabecca found out she’d been successful in securing a two-bedroom unit and a furniture grant, it was a day of celebration at New Outlook. “We were so happy for her,” says Chloe. “Rabecca’s energy and mental health shifted after getting space for herself.”

“When I opened the door to my new home, I was so happy!” remembers Rabecca. “I couldn’t believe it. I still say to myself ‘Is this real or a dream?’”

“Everything has changed in my life,” says Rabecca. “I was depressed all the time but now I’m super happy. All my moods have changed. I’m really proud that I’ve come this far.”

“Bec has shown resilience and strength throughout her recovery journey. Now she is sharing her story and guiding others with her gentle nature,” says Chloe. “She’s absolutely unbelievable and an inspiration to everyone. We’re grateful she’s part of the Flourish Australia family and hope she continues to teach others about recovery.”

And Rabecca has exciting plans as her recovery journey continues. “When you see me in the future, I’ll be in the kitchen of my restaurant wearing a chef uniform and hat,” she laughs.



chair's report



Professor Elizabeth More AM MAICD
CHAIR

I am delighted to welcome you to the Annual Report for this financial year, my first as the Chair of the Board.

In February 2016, John Hall, the previous Chair retired from the Board, and I was appointed by the Board to be the new Chair. It is a great honour to lead such an amazing organisation, and a privilege to follow John into this role.

Words can hardly describe our debt of gratitude to John for his long commitment to the organisation, not only as its foundation Chair since 2012, but in his previous role as Chair of the Board of PRA, one of our founding organisations. John brought great passion about mental health to his role, as well as extensive experience as a company director to the organisation. He was an integral part of leading discussions about the merger of Richmond Fellowship of NSW and PRA that led to the merger,

and subsequent establishment of RichmondPRA as one of the largest and leading community managed mental health organisations in the country. It was also under John's leadership that the Board review, that took place in early 2015, led to a significant program of Board renewal from that point on.

On behalf of our members and Board, I would like to publically thank John for the many voluntary hours he devoted to leading the Board level governance of both PRA and RichmondPRA, and ensuring a smooth transition post merger to grow and develop RichmondPRA into the organisation it has become. John's leadership and collegial style has created a sound foundation for the organisation, and helped keep the focus on the work that we do supporting people with lived experience of mental health issues to live contributing lives in their local communities.

An important part of the renewal program was a decision by the Board to pursue more representation of women on the Board. This was achieved and we have had four women directors at the Board table this year joining the other directors. That means we have more than exceeded the 30% target for women on Boards. Another part of the renewal program this year saw us welcome five new directors Dr Josey Anderson, Rachel Slade, Jeremy Thorpe, Prof Dan Howard SC and myself. I thank my fellow directors for the many hours they devote to the good governance of RichmondPRA each month at Board meetings and sub-committee meetings.

This year the Board and Senior Leadership Team undertook a review of the Strategic Plan. This review was spurred on by both renewal at the Board level, and wanting to capitalise on new perspectives brought by new directors, as well as the rapidly changing service environment, including that generated by the National Disability Insurance Scheme. Importantly, as part of the development of the plan we consulted with people with lived experience who access our services and, importantly, our newly established Community Advisory Council. The Council is an important way through which the Board and Senior Leadership Team can consult with people with lived experience, and seeks advice about service planning, monitoring and evaluation. More information about the Council can be found later in the Annual Report, on page 16.

As a result of this broad consultation, the Board finalised and approved a new Strategic Plan for the period 2016-2019 and updated our Mission Statement and Values.

The other significant change this year has been the selection of our new organisational name, Flourish Australia. This name is the result of significant consultation with people who access our services and staff, currently and over a number years, and describes our belief that everyone can experience optimal mental health and wellbeing.

I would like to thank everyone who has been part of that journey of development over such a long period. I look forward to us formally launching the new name early in the new financial year.

This Annual Report outlines the many achievements of the organisation through 2015-2016. These achievements are the result of a lot of hard work by people who access our services, staff and the Senior Leadership Team led by Pamela Rutledge, our CEO.

On behalf of the Board I thank everyone for their efforts over the last twelve months. I particularly thank Pamela for her leadership of the organisation, for her passion and commitment to people with a lived experience and for the support she provides the Board to undertake its work.

The rapidly changing environment, most notably the National Disability Insurance Scheme, means that the organisation needs to be agile, constantly reviewing its processes and ensuring people with lived experience are central to service development, delivery, monitoring and evaluation. This year we have worked hard to show our practical commitment to involving people with lived experience across the organisation.

As at 30 June 2016 we are close to achieving our strategic goal of 50% of our staff telling us they have a lived experience of a mental health issue, we have grown the peer workforce to 140 people and established the Community Advisory Council. These are important and practical ways in which we are able to work alongside people with lived experience to co-develop and deliver supports people seek for their recovery journeys.

I hope you enjoy reading this Annual Report that details some of those experiences, and with them the organisation's journey to Flourish Australia.

Professor Elizabeth More AM MAICD

CHAIR

CEO's report



Pamela Rutledge FIPAA, MAICD
CEO

A major theme of our work this year has been an increased focus on participation pathways for people with a lived experience, across all areas of our work.

Participation pathways take many forms, but the ultimate goal is for people to live a contributing life and regain their full citizenship as a member of the community.

Participation is at the core of the journey we have been on to find a new name for this great organisation, and it is wonderful that “Flourish Australia” with its connotations of growth, nurture and positive demonstration of strength emerged in the consultations with people accessing our services.

As part of this journey, the Board has also been through a transition process over the last two years, culminating in the appointment of Professor Elizabeth More AM as Chair, and new Directors, Dr Josey Anderson, Paula Hanlon, Professor Dan Howard SC, Rachel Slade and Jeremy Thorpe. The Board has an exciting and diverse range of skills and experience which are setting Flourish Australia in good stead for our future.

I would also like to acknowledge the significant contribution of outgoing Chair John Hall, whose leadership through and since the 2012 merger was exceptional.

In June 2016, the Board and the Senior Leadership team spent a full day working together on the review of the Strategic Plan. The review identified the potential to grow new service offerings, by drawing on the strength of our commitment to the value of lived experience and co-design our established expertise in creating mentally-healthy workplaces, peer work and change management. A key change in our Strategic Plan is the reference to “optimal mental health and well-being”, reflecting our commitment to support people to raise their expectations, to think about the best life they can have, focus on flourishing not just surviving.

Building participation pathways is a core objective of the Recovery Action Framework (RAF) which has continued to guide and inform our work during the year. The second round of 12 Recovery Action “Roadshows” were conducted across the year and involved 358 staff. These sessions demonstrated the great achievements of people who access our services, and the value which staff are deriving from the framework and its three vital behaviours.

A major contribution to building participation pathways is through our own employment practices and I am delighted that as at 30 June 2016 we can report that we are close to achieving our target set in 2012 to have 50% of our total workforce as people who identify as having a lived experience. This embracing of inclusion has fundamentally changed our organisation and our culture for the better.

To facilitate increased participation of peer workers in 2015 we formalised our *Why Not a Peer Worker?* strategy, recognising the huge opportunity to release the potential of this workforce and the growing evidence of the value of peer workers in providing hope and connection by purposefully drawing on their lived experience supporting others. This has led to us becoming the employer of the largest paid peer workforce in a single service in Australia, with 140 peer workers currently employed. The policy continues to attract attention across Australia and overseas and we have been invited to speak at a number of conferences and forums. These events have also provided an opportunity for a wider group of peer workers and for some of the people who access our services to tell their story, and have the experience of presentation and participation with positive feedback.

The development of our Recovery Learning Network, which is another peer-led initiative, will provide a further opportunity for new participation pathways as teachers and students.

Based on our focus on peer work across the organisation we were also asked to be a major contributor to the New South Wales Mental Health Commission's on-line Peer Work Hub. This is the first guide of its kind in Australia and is now available through the Commission's website.

This year we were delighted to be able to host a visit from Associate Professor Julie Repper. Julie is the Director of the Implementing Recovery through Organisational Change (ImROC) Program at the UK Centre for Mental Health and Recovery Lead at the Nottinghamshire Healthcare Trust. Her visit to RichmondPRA was a great success, and the workshops, especially on peer work and mental health sector reform, provided the opportunity to, amongst many things, discuss local efforts in relation to growing the peer workforce and the possibility of establishing an ImROC type program in Australia.

The Senior Leadership Team was also able to have a wide-ranging discussion with Julie about our Recovery Action Framework, Recovery Learning Network and Peer Work. Julie commended our work in the RAF and said it mirrored the work ImROC does with organisations.

The formation of the Community Advisory Committee, to bring together representatives of the people who access our services, has participation at its core. The aim of the Council is to provide another formal channel through which people who access our services throughout NSW and South East Queensland can provide advice and feedback to the organisation. The 24 Member Council will meet twice a year.

In terms of employment, since the reform of our community businesses, there has been improved focus on recovery education and employment pathways. In conjunction with our successful Pre-Employ Program we have seen a steady number of people move from supported to open employment with the right support. In addition, our Disability Employment Services (DES) are being reviewed in light of contracts ending 2018, and as a mental health services provider across a number of areas (employment, housing, social support), Flourish Australia should be well placed. A major focus this year has been on refining and strengthening our operations to ensure we are well-prepared for this future whatever shape it takes.

Our Social Enterprises - Kwik Kopy, Figtree Conference Centre and Office National - continue to refine their operations and kick goals. Kwik Kopy sales have grown over 10% this year, and we are cautiously optimistic in relation to future growth. Office National has picked up speed and approximately 65% of our offices are accessing supplies now. And Figtree Conference Centre successfully completed the Social Trader's Crunch program which involved support to develop a rigorous Business Plan and present a Pitch to over 100 people, including sponsors, mentors and investors at an event hosted by Westpac. The Business Plan provides a clear plan for moving towards full utilisation and financial sustainability with the potential to increase from 10 casual trainee staff to 50 per annum at full capacity. Of course, sustainability must always be a consideration in any of our activities and this keeps us on our mettle in all of our endeavours.

In an exciting development this year, we were able to submit a proposal for the NSW Government's Social Impact Investment program aimed at better managing mental health related hospitalisations, in partnership with Social Ventures Australia. We were pleased to be successful in entering into Joint Development Negotiations with NSW Ministry of Health and Treasury around this project.

Another major strand of work this year has been a focus on innovative approaches to creating alternative revenue sources. Growth and diversity are key objectives to enable new investment in areas of unmet need. Our investment in the construction of 41 affordable housing units in Guildford has been a significant focus this year and will provide an important piece of social infrastructure while improving our financial position.

In addition, we have welcomed the opportunity to build our partnerships with Primary Health Networks around their new role in mental health planning and commissioning, as part of the National Mental Health Reform program. And we have continued to support people in preparation for and in receipt of National Disability Insurance Scheme (NDIS) packages in the Hunter trial site, and to contribute wherever possible to the design of the scheme to ensure that it is able to respond appropriately to the needs of people with a psychosocial disability.

Another focus has been on sharing our experience and growing expertise about pathways to participation with others. This year we have continued to work with other organisations to assist with specific projects. We are working with the Forensic Hospital to assist with their patient participation and peer work program, plus a literature review on patient participation in forensic settings. The Department of Family and Community Services – Ageing, Disability and Homecare asked us to assist with the development of a "peer supporter" program for staff in the Large Residential Centres and Specialist Supported Living Sites across New South Wales.

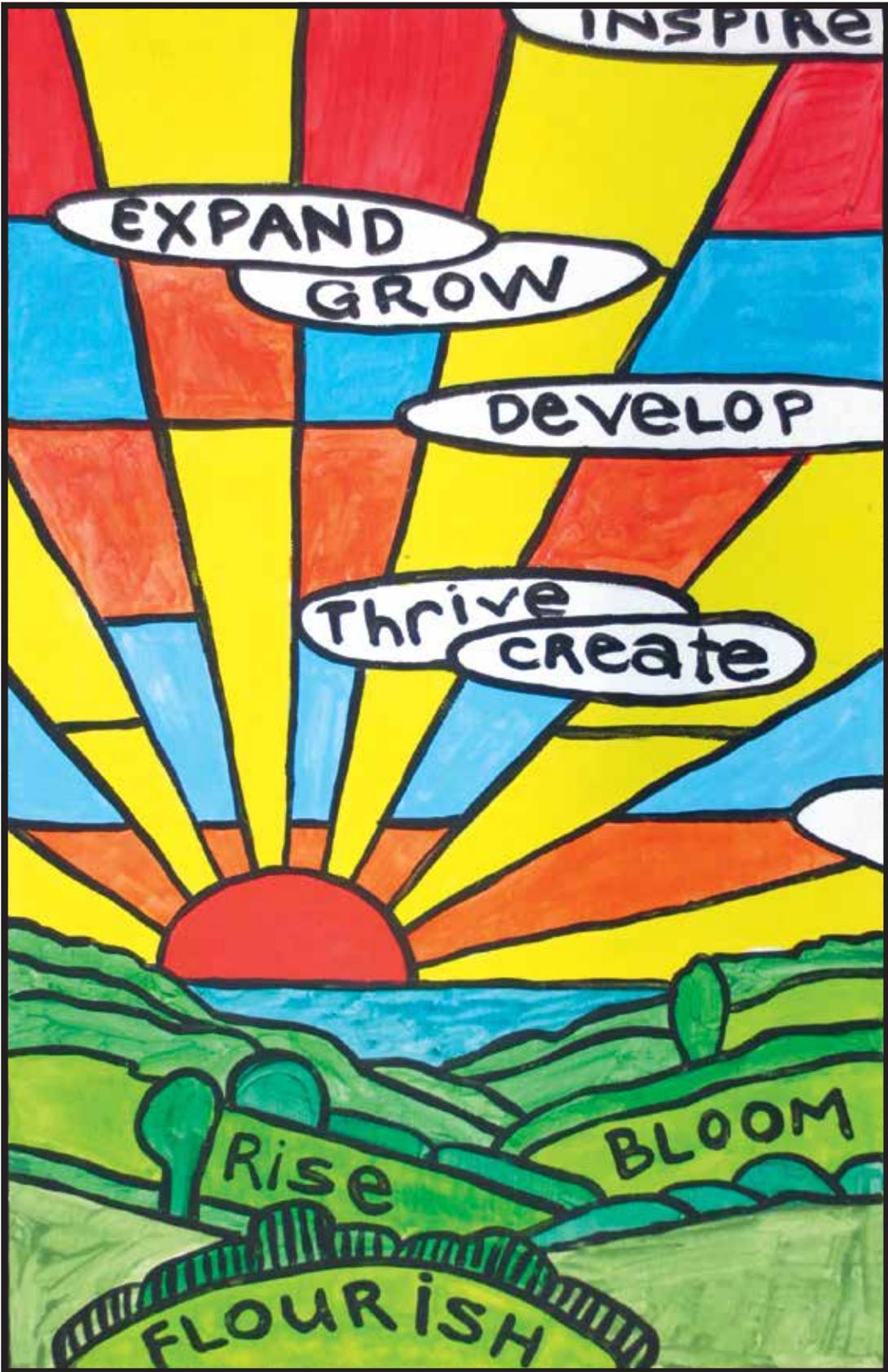
Across all our services, the creation of participation pathways is in evidence in small and large ways. I have seen many wonderful examples of people stepping out into new roles, taking risks and contributing to the community. From joining us for a great night at the Tamworth Business Awards, going on stage to create great music at the Hervey Bay Flourish Australia Concert, advising us on policy through the Community Advisory Council, contributing to research on a government initiative, engaging in community art projects, volunteering at community events to starting a new job, speaking at national and international conferences, people who access our services are on the move. It is a great privilege for all of us to be able to support people in this journey.

Finally, this year we were joined by two new Senior Leadership Team members, Joanna Quilty General Manager, NDIS and Peter Neilson, Chief Development Officer. Joanna and Peter bring a wealth of experience to their roles and the deliberations of the Senior Leadership Team.

My thanks to all our staff for their dedication and energy, to all our managers for their leadership, the Senior Leadership Team for their strength and patience, and to our wonderful Chair and Board for all your support. Thank you to all the people who access our services and who allow us to walk beside you on your recovery journey. You are our inspiration and a tangible example of perseverance and commitment to creating a new future.

A new organisational name inspires new energy, and new possibilities. I'm excited to lead our teams as we deliver quality mental health supports for people with a lived experience, their families and carers.

Pamela Rutledge FIPAA, MAICD
CEO



Buckingham House, Surry Hills art group, facilitated by Jane from Pine Street Creative Arts.

strategic priorities



DEVELOPING AND DELIVERING SERVICES

People report receiving support for their recovery **96%**

Value of new business **\$4,027,511**

Number of people moving to employment **94**

Net growth in the year **7.7%**

Successfully tendered for three Youth Community Living Support Service (YCLSS) sites.

Successfully tendered for Lead Agency for headspace Broken Hill.

Continued to grow our NDIS support in the Hunter NDIS trial site and engaged with **239** people with NDIS funding packages.

Developed a new Diversity e-learning module with a specific focus on people from culturally and linguistically diverse communities, people from Aboriginal and Torres Strait Islander heritage, people with a disability and people who identify as lesbian, gay, bisexual, trans* or intersex.

Co-developed and undertook a new Feedback Survey which was completed by **702** people accessing our services.

98% of people who access our services completing the Annual Feedback Survey reported satisfaction with the support we provide.

97.6% report of people who access our services positively report they receive support for their recovery.

94 people out of a total of 206 job-seekers (47%) gained employment through our Disability Employment Service program.

Made representation to the Minister for Social Services, the Hon Christian Porter raising concerns about delays in the development of a National approach to quality and safeguards for the NDIS.

Engaged by the Forensic Hospital at Malabar to help them develop a patient participation framework.

Commenced building **41** residential units at Guildford.

Developed a consultancy service to assist other organisations with implementing Peer Work related programs.

Employed **4** Aboriginal Social and Emotional Wellbeing Trainees with two extending their contract with us.



USING RESOURCES WISELY

Expenses to revenue ratio **100.3%**

Net cash position **\$2,411,869**

Cash flow **\$5,254,367**

Net Surplus **(\$166,501)**

Admin expense to frontline services expense ratio **14.4%**

Net growth over time **\$16,910,962**

Sound management of our financial resources led to a **\$166,475** deficit for the year in an environment of a significant downturn in sales in our community businesses.

We received **\$4,027,511** funding for new programs and community businesses.

14.4% of our revenue was spent on corporate support.

Completed the fit-out of the new King Street, Newcastle property, which was opened in November 2015.

Consolidated all three Penrith service sites together in one site.

Positive cashflow was maintained throughout the year.



ORGANISATIONAL EFFECTIVENESS

Health and safety **0.18%**
(% hours lost to hours worked)

Customer satisfaction
(people **97.5%** and business **100%**)

Cash flow **\$5,254,367**

Proportion of tenders which are successful **57%**

Proportion of workers compensation claims to number of incidents - **3.32%**

Continued certification against ISO 9001: 2008 Quality Management Systems ISO 9001:2008; ISO 4801: 2001 Occupational Health and Safety; ISO 14001: 2004 Environmental Management Systems; and Disability Service Standards (DSS).

100% of community business customers responding to our satisfaction survey rated our services as Extremely Satisfactory or Very Satisfactory and would use our services again.

90.4% of our service partners reported RichmondPRA's understanding of its role responsibilities and expectations in the partnership was Very Good or Good.

The Board endorsed a Reconciliation Action Plan.

As our RAF organisational metric, we set **75%** as the target for people strongly agreeing with the statement "RichmondPRA assist me to work towards my recovery goals". Only 50% of people completing the feedback survey strongly agreed with the statement (97.7% either strongly agreed or agreed).



STRATEGIC MARKETING AND COMMUNICATION

Value of new business **\$4,027,511**

Customer satisfaction
(people **97.5%** and business **100%**)

Use of Social Media **140%** increase in use of social media (posts) and **126%** increase in Facebook page likes

We received **\$4,027,511** funding for new programs and community businesses.

The board approved a new name for the organisation, Flourish Australia.

Strategic media coverage in local media outlets promoting awareness of services and new programs.

Launched an on-line version of Panorama, our popular magazine by people with lived experience for people with lived experience.

New England PIR facilitated **27** local support organisations to develop Recovery Integration Plans.



SUPPORTING OUR PEOPLE

Health and safety **0.18%**

Number of staff with lived experience **46.6%**

358 staff engaged in RAF roadshow.

46.6% of staff report having a lived experience of a mental health issue, against target of 50% by 2017.

Established a Community Advisory Council of **24** members that met for the first time in May 2016.

We grew our Peer Workforce to **140** by 30 June 2016.

Facilitated access to **18,546** hours of training for staff.

Supported **34** Peer Workers to commence the Certificate IV in Mental Health Peer Work.

Established Communities of Practice for:

- Physical Health and Wellbeing
- Working with Aboriginal and Torres Strait Islander People and Communities
- Peer Workers

Managed **740** health and safety incidents.

Provided Intentional Peer Support training to **24** peer workers and **48** managers.

Published a strength-based language guide.

did we deliver on our 2015 plans?

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) ROLL-OUT

We have used our NDIS experience in the Hunter trial site to inform our practice and further develop our systems to assist preparations for the roll-out of the NDIS in 2016/17 and beyond. This included a re-thinking of recruitment as well as how teams work and are managed. To provide organisation-wide leadership for this important reform a new General Manager, NDIS position was created and Joanna Quilty was appointed during the year. We have been looking at how we can develop new services in response to NDIS demand. In May 2016 the Board wrote to the Minister for Social Services, The Hon Christian Porter, MP raising concerns about the delay in finalising the overarching national quality and safeguards arrangements.

COMMUNITY BUSINESSES

Recovery education sessions continued throughout the year providing a focus on people's personal recovery journeys.

PEER WORK

We continued to put significant effort into developing the peer workforce throughout the year. We started with 61 peer workers and ended the year with 140. Much of the growth has been through continued implementation of our Why not a Peer Worker? strategy. During the year we also supported 34 people to commence and complete the Certificate IV in Mental Health Peer Work. We also organised an Intentional Peer Support workshop for 24 peer workers and a separate workshop about Intentional Peer Support for 48 Managers. In addition, we developed an e-learning module for managers about managing teams that include peer workers. Our Winter edition of our organisational magazine, Connections, had peer work as its theme.

GUILDFORD

During the year we commenced construction of the 41 Guildford Housing Units funded under the National Rental Affordability Scheme. The construction is well advanced and is expected to be completed in early 2017.

COMMUNITY ADVISORY COUNCIL

During the year we organised 12 recovery forums throughout NSW and South-east Queensland which provided a great springboard for the nomination and selection of 24 delegates for our new Community Advisory Council. The Council met for the first time in May 2016 at our Head Office in Sydney Olympic Park and adopted its terms of reference and elected a Chair, Larry and Deputy Chair, Elana. The Council will meet formally twice a year with members providing feedback in between times through email and focus groups. Council members are paid for their contribution in accordance with the NSW Government's Guidelines for Boards and Committees.

RECONCILIATION ACTION PLAN (RAP)

A working group was established to develop our Reconciliation Action Plan that outlines our public commitment to reconciliation. The working group completed its work and the RAP was issued for consultation with all staff during the year. A copy can be found on our website.

MENTAL HEALTH SECTOR REFORM

We participated in many forums and conferences this year discussing mental health sector reforms. These included TheMHS, 7th Australian Rural & Remote Mental Health Symposium, and the MHCC CEOs Forum.

We were also actively involved with the NDIA in the Hunter Trial Site continuing to improve the processes used and spoke at conferences about our positive experiences as a service provider.

We provided feedback to the NDIA about the Information, Linkages and Capacity Building program.

We provided a submission to the Department of Social Services about the Quality and Safeguards arrangements for the NDIS. We raised our concerns about delays in finalising this framework with the Minister for Social Services.

We were delighted to host Associate Professor Julie Repper, the Director of the UK Centre for Mental Health's Implementing Recovery through Organisational Change (ImROC) program for two days in October. We spent a day discussing how we can continue to improve in our recovery-orientation as an organisation as well as growing the peer workforce. Julie also delivered a presentation on peer work and was part of a sector leader's discussion on mental health reforms.

We organised New England Partners in Recovery (PIR) Conference in Armidale.

Our CEO continued to Chair the PIR Organisation Reference Group.

We were invited to be on the professional panel at the Mental Health in the Workplace Conference in Melbourne.

RECOVERY ACTION FRAMEWORK (RAF) IMPLEMENTATION

We continued to implement our Recovery Action Framework (RAF) during the year and have completed 22 actions set out in the RAF. A further 29 have been actioned. Highlights included the co-development of a Strengths-based Language Guide.

Refer to Our Highlights on page 22 for more information.

METRICS

This year we reviewed and updated our metrics, spurred on by a review of our Strategic Plan and began to develop an organisational dashboard to present the metrics. We also began looking at the WHO-DAS 2.0 as a potential metric for our work in the NDIS. We also began to use Social Return on Investment (SROI) as an additional way in which to measure the impact of our work, engaging Social Ventures Australia Consulting to help us undertake an SROI evaluation for our Peer Operated Service in Hervey Bay.

DIVERSITY

A new e-learning Diversity module was developed and launched during the year. This complimented the Diversity Toolkit we developed in 2014-2015. Together these resources will improve our cultural knowledge and practice.

The Physical Disability Council of New South Wales attended our Mental Health First Aid training.

Refer to Our Highlights on page 21 for more information.

PHYSICAL HEALTH AND WELLBEING

Significant work was undertaken during the year to improve our focus on physical health and wellbeing. Responding to feedback from staff who wanted additional ways to help raise this important topic we developed and piloted a set of physical health flash cards that facilitate conversations. This initiative was very warmly received and evaluated positively by people who access our services and staff. In addition, we established a Physical Health and Wellbeing Community of Practice to support staff to share their knowledge and expertise with each other. We also began scoping the development of a microsite and enhancements to our service delivery database to better capture people's needs and our work to support them to better manage their own physical health.



headspace
Bankstown



confidence

Simona
SOUTH-WEST SYDNEY



“I’ve learnt that resisting our natural emotions is never the way to go. Instead, I needed to accept that going through grief was part of my journey.”

I FELT AS THOUGH THE WORLD WAS COLLAPSING, BECAUSE OF MY FAILURE TO FUNCTION LIKE EVERYONE ELSE.

As I am a perfectionist, I struggled heavily with constantly comparing my life to the lives of my friends and others. After the HSC I had launched myself into university, and I was struggling to get by. This really damaged my self-esteem and I felt like a failure. Now I realise I had post-traumatic stress after the HSC, and along with the grief associated with the death of my father, my everyday functioning was falling apart and I had to defer a semester of university.

Dealing with grief was the largest hurdle that I had to jump through. I couldn't enjoy every day activities, and because my performance at university was affected, I felt like a failure.

I initially started going to a private psychologist, however I felt strongly that I wasn't getting the help that I needed and was going around in a circle. But then, when I began seeing my headspace psychologist I instantly felt a good connection and felt able to open up much more easily. It wasn't just her manner of listening and making me feel comfortable, it was headspace's environment that added to my comfort, and I felt as though I'd come to the right place to help organise my thoughts.

My headspace psychologist helped me by showing lots of empathy and listening to everything I had to say. She was patient, and because of that I didn't feel forced to say anything in particular. It helped me process what I was going through in my own time; I felt in control whilst also reassured me that I was supported and not on my own. This was really effective in terms of assisting me in standing up on my own again, and taking

that much needed control over my life. The effectiveness of having the right people to support you is shown by the evidence that I had less than the usual 10 psychologist sessions.

I've learnt that resisting emotion and the natural progression of things, like accepting that I was going through grief, is never the way to go. Instead, we must accept, love and nurture our feelings and care for ourselves as we would care for someone we really love. I've learnt that it's crucial to love yourself and to be patient with yourself because essentially that's what heals your emotional distress.

I also try to be grateful for every little thing that happens to me each week, and keep a gratitude journal. This increases my happiness and I feel as though I'm not dependent on situations, things or people to feel that happiness, but rather it comes from within.

I am a volunteer with the Youth Reference Group for headspace Bankstown, and I look forward to continuing to mentor facilitating meetings for new Reference Group Members. I have also just landed myself a job in Human Resources and I'm really keen to learn and allow myself to grow with new experiences. I also want to ensure that every single person in the organisation with which I will be affiliated in the near future learns to love themselves and their jobs in order to lead both happy professional and personal lives.

I'm also really looking forward to spending more time with my family. I've become really close with my mum and sister lately, which is awesome, but with our uncle flying in from Macedonia later this year, it will give us more of a reason to get together.

our highlights

- 1 Focus on Peer Work
- 2 National Disability Insurance Scheme (NDIS) Growth
- 3 Promoting Diversity
- 4 headspace Bankstown is a one-stop hub
- 5 Recovery Integration Plans make a big impact
- 6 Guildford Affordable Housing on Track
- 7 Central Newcastle Premises
- 8 Creating a Community Advisory Council
- 9 Delivering Youth Community Living Support Service (YCLSS)
- 10 Recovery Action Framework (RAF) on the Road Again
- 11 Developing a Reconciliation Action Plan
- 12 Social Impact Bond addressing needs
- 13 Developing Consultancy Services
- 14 Extending Research
- 15 Powering up Physical Health and Wellbeing

FOCUS ON PEER WORK

Peer work has been an area of focus for RichmondPRA this year, and further momentum has led to more than doubling the peer workforce, which now stands at over 140 people. Peer workers play a vital role engaging with people accessing mental health programs, staff and other support services. By drawing on their own experiences, peer workers are able to walk beside people on their recovery journeys, building respectful, professional, and appropriate relationships with them that are based on hope.

RichmondPRA took the policy position of rather than asking the question why develop a peer workforce, we asked the question "Why not a Peer Worker?". This simple turn of phrase, originating from a discussion between Manager, Peer Workforce and General Manager, Inclusion, proved to be the impetus that was needed to turn hiring managers away from traditional recruitment and investigate the benefit of recruiting Peer Workers into their existing workforce and work practice.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) GROWTH

RichmondPRA has been part of the NDIS trial site in the Hunter since 2013. The trial commenced slowly, but since it has expanded rapidly. During 2015/16 we supported 239 people with NDIS packages. This is a growth of 80% compared to the previous 12 month period.

This has resulted in us growing our peer workforce from six to 47, meaning more staff are trained and supported to draw on their own experiences and recovery journey in supporting others; co-locating previously separate outreach services, centre-based and other supports into one centrally located 'hub' in King Street; and using technology to support staff to be mobile and in the community more.



Peer Workers in training

PROMOTING DIVERSITY

This year we have progressed the implementation of our diversity strategy with the launch of on-line diversity training. **This training focuses on the four key priority areas: people with disability; people from culturally and linguistically diverse communities; Aboriginal and Torres Strait Islander peoples; and people who identify as lesbian, gay, bisexual, trans* or intersex (LGBTI).** The on-line training is supplemented by videos derived from the Common Ground workshop we ran a couple of years ago featuring experts in each of these areas.

To help us focus more on LGBTI issues, as a member of Pride in Diversity, Australia's leading workplace equality program focussing on LGBTI employees, we participated in the Australian Workplace Equality (AWE) Awards which required us to submit evidence of our inclusive practices, and over 142 staff participated in the survey. In March 2016, eight staff joined the Pride in Diversity Float in the Sydney Gay and Lesbian Mardi Gras Parade as part of our public commitment to providing culturally appropriate supports to people who access our services and staff who identify as LGBTI.

During the year we also promoted and held various events celebrating diversity including NAIDOC, National Reconciliation Week, Harmony Day, International Day Against Homophobia and Transphobia, and Wear it Purple Day. Some sites also held cultural days to celebrate the cultural diversity of people who access our services, their families and carers.

HEADSPACE BANKSTOWN IS A ONE-STOP HUB

Since launching in March 2015, headspace Bankstown has offered a range of support services for people aged between 12-25 years old on more than 2,500 occasions. These services include mental health support and counselling, education, employment and other social and vocational services and also alcohol and drug support. A part-time GP is also working at the centre focussing on general health, sexual health and mental health.

headspace Bankstown also has a Youth Reference Group made up of 10-15 young people who operate as a steering committee for the centre, and who also volunteer their time to assist with events.

RECOVERY INTEGRATION PLANS (RIP) MAKE A BIG IMPACT

RichmondPRA leads a consortium of seven organisations to deliver the Partners in Recovery (PIR) Initiative in the New England region (NEPIR).

A key strategy contained in NEPIR's System Reform Framework was the development of RIP. RIPs are a tool to support organisations to implement the National Framework for Recovery-oriented Mental Health Services within their organisation. Small grants were given to 27 organisations across the New England region to:

- Complete a Recovery Integration Plan;
- Complete a small funded project with a mental health focus;
- Sign up to the New England Mental Health Recovery Charter; or
- Participate in research activities.

The development of a shared understanding of mental health recovery has enabled services who support people living with mental health issues to work much more effectively and holistically, recognising that we all have a role to play in supporting good mental health outcomes in our community.

GUILDFORD AFFORDABLE HOUSING ON TRACK

Understanding that secure affordable accommodation is an important component to people's wellbeing, RichmondPRA purchased a site in Guildford (western Sydney) in 2014. In a joint venture with Community Housing Limited (CHL), **RichmondPRA embarked on developing the project into 41 units in a range of configurations.**

In August 2015, we received DA approval from Holroyd City Council to deliver a custom-designed and much needed affordable housing project. The project was also supported by the Commonwealth Government's National Rental Affordable Housing Scheme (NRAS) which provides incentives for affordable, safe and sustainable housing.

The site is currently levelled and we are hopeful of having the project completed in early 2017.

CENTRAL NEWCASTLE PREMISES

RichmondPRA has a long history in the Newcastle area which has seen a number of sites and programs established. **This year the board decided to bring together many of our Newcastle programs into one site, and approved the purchase and fit out of a new premises on Hunter Street, Newcastle.**

The new site opened in November 2015 and provides a large space for centre-based programs as well as a home for outreach programs.

CREATING A COMMUNITY ADVISORY COUNCIL

The aim of the Community Advisory Council is to provide another formal channel through which people who access our services throughout New South Wales and South East Queensland can provide advice and feedback to the organisation. The Council's establishment further embeds our commitment to co-development, management and evaluation of our services.

The first meeting of the Council was held on 3 May 2016, and brought 24 elected representatives from across New South Wales and South East Queensland to RichmondPRA's Figtree Conference Centre at Sydney Olympic Park. Council members are remunerated for their time.

SOCIAL IMPACT BOND ADDRESSING NEEDS

This year we responded to a call by the NSW Government to develop a Social Impact Bond proposal to address emergency department presentations by people with a lived experience of a mental health issue. Social impact bonds are an innovative way to bring together a service provider, government and private investors to fund social programs. RichmondPRA partnered with Social Ventures Australia's Impact Investing Team to develop a proposal. **We have been invited to move into a six month joint development phase of the program with the NSW Government.**

DEVELOPING A RECONCILIATION ACTION PLAN

Given our commitment to diversity and safe cultural practice this year we developed a Reconciliation Action Plan as a public commitment to reconciliation. The plan was drafted by a diverse working group of staff and opened to consultation across the organisation.

RECOVERY ACTION FRAMEWORK (RAF) ON THE ROAD AGAIN

As noted in previous years, the RAF was developed to focus on continual performance improvement as a recovery-oriented organisation. As part of the development of the RAF, and considering the work that was required to ensure it is implemented, we distilled three behaviours, that if used regularly would help us to achieve our goal of being a recovery-oriented organisation:

- Encourage each other to use strengths based language;
- Hold recovery conversations; and
- Engage in reflective practice.

One way of encouraging the use of the three vital behaviours has been the RAF Roadshow, which provided opportunities for staff across New South Wales and South East Queensland to come together and discuss key issues regarding recovery-orientated practice, and also how they use the three vital behaviours in their work.

This year the RAF Roadshow was attended by 358 staff, in 12 locations. Given our belief that everyone in the organisation should commit themselves to using the three vital behaviours, we encouraged back office teams such as finance, human resources and IT to develop presentations about them.

This year we also undertook our annual RAF Survey to gauge the use of those three vital behaviours, results of which can be found on page 42.

DEVELOPING CONSULTANCY SERVICES

This year we expanded our work to commence offering consultancy services to organisations around understanding mental health, managing mental health in the workplace and peer work. This is built on RichmondPRA's practical experience employing people with a lived experience of a mental health issue, and developing a peer workforce now numbering over 140.

As a result of our success in these areas we were engaged by the Forensic Hospital at Malabar to help them develop a patient participation framework. In addition, the NSW Family and Community Services – Ageing Disability and Homecare, to support them to develop a staff mental health support program for their large residential and specialist statewide support services.

EXTENDING RESEARCH

RichmondPRA's commitment to research and evaluation sees it continue to develop relationships with Universities. **This year we continued our research collaboration with Western Sydney University (Associate Professor Debbie Horsfal and Dr Sheridan Linnell) around the role of art in recovery, which has since been expanded.**

We agreed for our staff to participate in research by the University of Queensland and University of NSW (Dr Grenville Rose) around the perceptions of people with mental health issues by NGO staff and research by the University of Central Queensland (Dr Louise Byrne) about managing the lived experience workforce.

INNOVATIVE RECOVERY LEARNING NETWORK (RLN)

As a key commitment of the Recovery Action Framework, the RLN is a new and innovative model of recovery education led and run by people with a lived experience, and in partnership with the wider community. The network is made up of local Recovery Learning Communities.

During the year we undertook a Recovery Forums Survey to help inform the development of the RLN. 79% of respondents answered YES to the question, Are you interested in supported education?

Initial pilot sites will be located in RichmondPRA offices in Newcastle and Wollongong. The Recovery Learning Communities in each of these sites will be a hub for recovery learning, where partnerships and relationships will be developed and be mutually beneficial. Essential partnerships will be with the Local Health District, Primary Health Network, Partners in Recovery, TAFE, Community Colleges, Department of Education, Universities of Wollongong and Newcastle, other NGOs and CMOs, as well as cultural organisations and Neighbourhood Centres. Partnerships with local businesses will be established to enhance and provide pathways for vocational education.

Educators and students from the Recovery Learning Community will be able to teach and learn in spaces provided in our service sites and by the partners. As a mutual and reciprocal model, skilled partners will be invited into the Learning Community to participate in co-production and co-presentation. A further role for Peer Educators would be to support students as mentors and tutors as they begin or move back into study.

This is an exciting development of a common agenda of supporting individual recovery, and educating the broader community including workforces in the corporate sector.

POWERING UP PHYSICAL HEALTH AND WELLBEING

Physical health and wellbeing is an integral component of RichmondPRA's services. **This year we developed a new Physical Health Care Policy to provide guidance for our work.** A number of important initiatives were progressed:

- A Nutrition Recovery Sessions program was delivered to over 120 people in four locations. This covered nutritional education and food preparation.
- We established a Physical Health & Wellbeing Community of Practice that meets each month for staff to share activities, programs and initiatives that are being undertaken.
- We introduced the SANE Smoke-free program to our services under a license agreement with SANE Australia. Consultation has begun to evaluate the outcomes of the programs delivered across all services that will be used to develop specific training and education opportunities for RichmondPRA staff.
- Day-2-Day Living (D2DL) sites with physical health and wellbeing programs were audited. This highlighted the effectiveness of the D2DL programs in providing 2391 physical health and wellbeing programs to almost 600 people who access our services.
- We piloted new physical health and wellbeing flashcards to support physical health and wellbeing conversations.

In addition to the above initiatives, the use of Quarterly Health Promotion Planners began in July 2015 as a strategy to provide regular and relevant physical health and wellbeing information that would enable people to make informed choices about the way they identify, manage and maintain their physical health and wellbeing needs. Almost 100 individual Physical Health and Wellbeing promotions were delivered across 40 RichmondPRA locations throughout the year.

From the evaluations received most participants reported finding the information useful and relevant to them. In addition to engaging with people accessing our services, we have also increased our engagement with services in the local communities by sharing information and by making details of our promotions and outcomes accessible by all RichmondPRA services. Experience and insights from these promotions are being shared across the organisation.

“...I want people to know that recovery is possible and it’s not always a lifelong battle.”

“RECOVERY TO ME, MEANS REALLY LIVING LIFE NOT JUST SURVIVING IT...”

Five years ago, I began to become unwell. I had just started working in my dream job as a chef, and things had been going really smoothly. After a few weeks there, I suddenly became really overwhelmed. I had previously taken medication for depression, and because things had been going so great I had decided to come off them.

However, as I started to struggle with this new job, I lost concentration and I was unable to do things that I could do with my eyes shut... within a few months I had a complete breakdown. This resulted in three years of pure hell between extreme mania and depressive states. I was given a multitude of medication that was constantly changing. I had periods of time where things would start to come together, and I was doing well...then I was doing too well... and had to return to hospital.

The biggest change that happened for me, was being allocated a new psychologist who didn’t use the textbook approach of CBT Therapy - she was all about doing. If I was isolating, we would go for coffee in the community or to the library or do meditation. She had a very holistic approach which worked for me.

This psychologist introduced me to RichmondPRA New Outlook. Being a part of the New Outlook gave me motivation; finally I found a community where people were just like me. There was no pressure to be “happy” or “do something”, I could just be me and make small baby steps getting into the swing of things. I had been isolating myself, as you do in the thick of depression, and coming into the New Outlook program was incredibly scary, but I knew that I had to change in order to get better... and I wanted to change.

Coming through that door was the hardest thing, but the best thing. Everybody here was so welcoming - the members, the staff, everyone. The people here were winning, having fought so much harder for the happiness that most people take for granted. They were content in just being, they didn’t judge and they weren’t being judged. Instantly, this place just felt safe.

As I moved forward, I began to participate in every single thing I could manage. A few months down the track, I decided to volunteer in the kitchen. I was working two days a week, and then I would work on the barista machine. I found by keeping myself busy I stopped ruminating and began to really flourish. I had found my place.

Six months down the track, I have now set myself up as a sole trader business, and am managing the kitchen at New Outlook for four days a week. I have two young students from Northcott transition to work program that I am mentoring, and I still participate in programs, and I’m undertaking the Certificate in Computer Skills and Business on Fridays. I support the delivery and collaboration of the New Outlook’s Better Choices Health promotion program, and all the meals we serve focus on whole foods that nourish the mind as well as the body.

I have recently been accepted as a representative from our region on the RichmondPRA Community Advisory Council, which I am really excited about. I think Peer Work is the future in Mental Health, and I think that people with lived experience can really help psychologists and psychiatrists in the work they do. I plan on studying mental health in the future because I want people to know that recovery is possible and it’s not always a lifelong battle.

A woman with brown hair tied back, wearing a grey button-down shirt and a black apron, stands behind a cafe counter. She is smiling and holding a white rectangular sign with both hands. The sign has the word "resilience" written in a purple, cursive font. The background shows a cafe interior with a coffee machine, a container of colorful straws, and a box of paper hot cups.

resilience

Melanie
WOLLONGONG

our organisation

RichmondPRA is one of Australia's largest and most experienced not-for-profit mental health organisations. For over 60 years, we have worked in local communities to support people on their mental health recovery journey.

We have continued to evolve as an organisation, from separate entities Richmond Fellowship of NSW and Psychiatric Rehabilitation Australia, to a merged organisation RichmondPRA. From 16 August 2016 we will be known as Flourish Australia.

Our services support people to achieve, whether that's through support to find a place to live, a job that's fair and rewarding, or simply providing a place to make new friends and learn new things.

We also provide advice and support to a family members and friends who may need information about supporting someone with a lived experience of a mental health issue or support for themselves.

OUR PURPOSE

To work in the community with people with a mental health issue or psychosocial disability, their families and carers to provide recovery orientated support and resources.

OUR VISION

To enable full participation within a diverse and inclusive community.

OUR MISSION

Working together for optimal mental health and wellbeing.

OUR VALUES

Hope, inclusion, partnership, diversity, integrity, respect, trust.

OUR OPERATIONS

We provide a range of services and programs with a focus on recovery around New South Wales, and Queensland through 64 sites.

ORGANISATION STRUCTURE



OUR BOARD

Our Board provides strategic leadership to the organisation and ensures the highest level of corporate governance is maintained.



Chair
Professor Elizabeth More AM, MAICD
Appointed December 2015



Treasurer
Stan Brogan FCA, FGI, FAICD
Appointed January 1996



Dr Josey Anderson
Appointed August 2015



Robyn Carmody
Appointed July 2012



Paul Clenaghan
Appointed April 2009



Paula Hanlon
Appointed February 2015



Professor Dan Howard SC
Appointed December 2015



Rachel Slade
Appointed August 2015



Jeremy Thorpe
Appointed October 2015

Our Boards bio's can be found on our website flourishaustralia.org.au/our-board

WORKFORCE DEVELOPMENT

RichmondPRA aims to be an employer of choice. To deliver our services, and build our capacity we continue to invest and develop our workforce, which includes training and growing our staff and peer workforce.

Our policies and practices are based on best practice principles, with continuous evaluation and improvement processes associated with the workforce development function. In addition we continue to develop recovery focused, best practice service models and ensuring the workforce skill, knowledge and ability requirements of these models are met.

Key workforce development projects undertaken during the year were:

- Why Not a Peer Worker? strategy;
- Recovery Action Framework;
- Increased use of social media in recruitment especially linkedin and Facebook/twitter;
- Re-invigorated Staff Engagement Days for new staff;
- Diversity initiatives - Wear it purple, Mardi Gras and Pride in Diversity Roundtable;
- Staff Satisfaction Survey regarding employment conditions;
- New recruitment campaign process - Assessment Days trial in the Hunter;
- Intentional Peer Support training for Peer Workers and Managers;
- We funded staff to attend Intentional Peer Support Train The Trainer Workshop; and
- Trauma Informed Support training.

GOVERNANCE

RichmondPRA is committed to implementing the highest standards of Corporate Governance, reflecting our belief that only by recognising and implementing these high standards can we fulfil our obligations to a wide range of parties, including, the people who use our services, their families, our staff, employees, funding bodies and the community at large.

The Board has adopted a formal Charter setting out the functions reserved to the Board and those delegated to the Chief Executive Officer (CEO). The Board's principal role is to govern RichmondPRA by ensuring that there is a proper governance framework in place to promote and maintain the services provided. Directors represent our stakeholders and oversee and appraise the organisation's strategies, policies and performance, taking into account its role in the community. The CEO is responsible to the Board for the management of RichmondPRA, for the implementation of the strategic direction set by the Board and the effective performance of the organisation.

RichmondPRA's Board currently comprises nine members, all of who are Non-Executive Directors. The Board renews its membership in a progressive and orderly manner, and Directors are elected or appointed for three-year terms. Staff members of RichmondPRA are not permitted to be a Director.

The Board of RichmondPRA has established four standing committees to assist in its governance and monitoring roles. As committees of the Board, they advise the Board on specific areas and make recommendations for the full Board's approval.

Each committee has a Charter, which includes Terms of Reference, clearly defining their role, procedures and functions, and these are ratified by the full Board. Committees may co-opt outside members from time to time in order to bring additional skills and experience to their deliberations.

From time to time the Board may establish special purpose committees or working groups to address a particular task or issue.

The four standing committees are:

AUDIT & RISK COMMITTEE

This committee is tasked with assisting the Board in fulfilling its statutory obligations, implementing sound corporate governance, and overseeing the Board's responsibilities in relation to risk management, external and internal audit and internal control function.

FINANCE COMMITTEE

This committee is tasked with overseeing the Board's responsibilities in relation to financial and commercial management and reporting, investment and borrowing policy and management and endorsement of the annual budget and underlying assumptions. Major investments and capital purchases are referred to the Finance Committee for review prior to approval by the Board.

SERVICES COMMITTEE

This committee is tasked with assisting the Board in fulfilling its obligations, and overseeing the Board's responsibilities and commitments in relation to service quality and satisfaction, program development and innovation, and evaluation and continuous improvement. Objectives of the committee include providing advice to management on systems and approaches for measuring the quality and effectiveness of the organisation's psychosocial programs and services, advising the Board on these important services, receiving reports from the Independent Advocate, and reporting on these to the Board.

The Board has processes in place to regularly review its composition, and annually evaluates its collective and individual Director's performance and development needs. This review covers a range of issues including the Board's role and processes, interaction with management, and Director's contribution to the ongoing performance and strategic direction of RichmondPRA.

NOMINATIONS COMMITTEE

The Nominations Committee has been formed to identify, renew and propose to the Board candidates for appointment as a Director of RichmondPRA.

SENIOR LEADERSHIP TEAM

The Chief Executive Office and the Senior Leadership Team are responsible for developing and delivering high quality services in line with the Board's strategic directions.



Pamela Rutledge FIPAA, MAICD
Chief Executive Officer



Mohammed Alkhub
General Manager,
Business Excellence



Aidan Conway
General Manager,
Operations North and West



Julie Fraser
Manager,
Administration and
EA to CEO



Tim Fong
General Manager,
Human Resources



Marty Golding
General Manager,
Employment



Fay Jackson
General Manager,
Inclusion



Peter Neilson
Chief Development Officer



Andrew O'Brien
General Manager,
Operations South and East



Mark Orr
Chief Information Officer



Michael Smallsman
Chief Financial Officer



Joanna Quilty
General Manager,
National Disability
Insurance Scheme (NDIS)

SLT bio's can be found on our website flourishaustralia.org.au/our-senior-leadership-team

COMMUNITY ATTITUDES TO MENTAL HEALTH ISSUES

Interested in better understanding the community's attitudes towards mental health, we recently commissioned Review Partners to undertake survey of 1000 people across the country matching the Australian Bureau of Statistics population demographics. The size and representative nature of the sample means that the results are statistically reliable, with a 3% margin of error. This means there is a 95% likelihood that the results would be same if the entire Australian population responded.

88% of respondents believed that as a society we are more accepting of mental health issues now, compared to five to ten years ago. Attitudes towards people with a mental health issue are also positive with the majority of respondents (91%) telling us that people with a lived experience of a mental health issue can live a meaningful life similar to their peers.

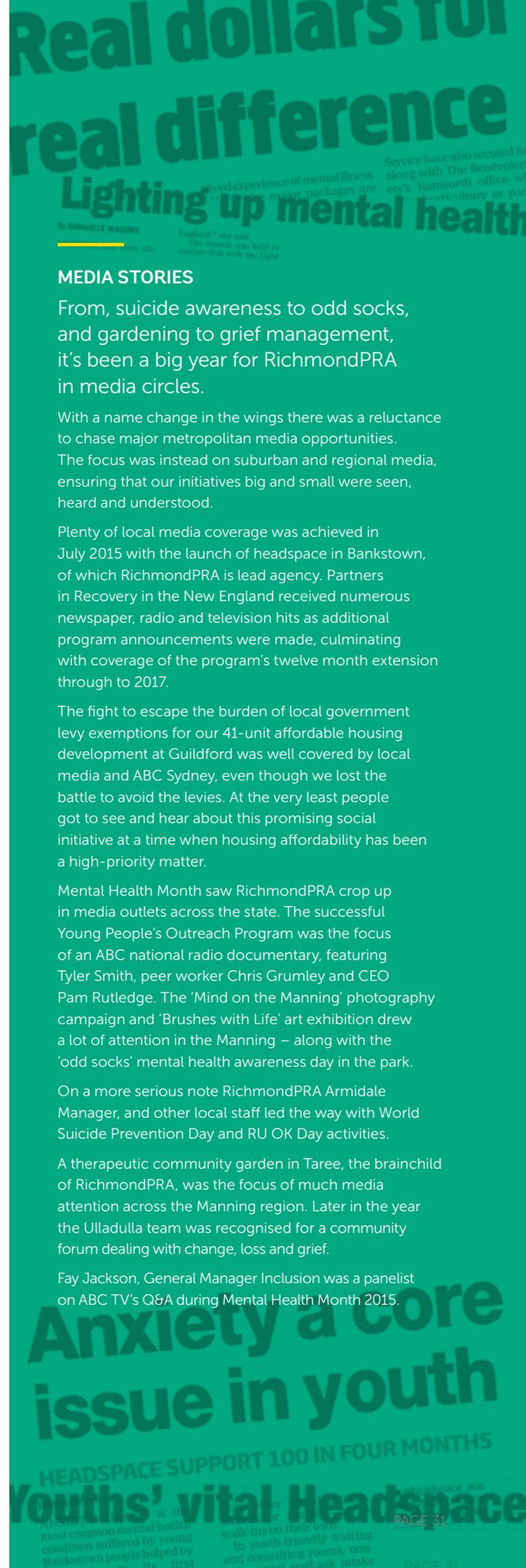
Unsurprisingly almost 4 in ten Australians told us that they are currently managing a mental health issue themselves (17%) or have previously experienced one (20%). A further 13% of respondents told us they think they have had a mental health issue but were really not sure. 63% of respondents said they knew someone close to them who was managing a mental health issue or has previously dealt with one. Clearly mental health touches all parts of Australia, and warrants continued, focused attention by Australian Governments.

Though most people, experiencing a mental health issue reported received support from their GP (41%) or Counsellor (41%) the importance of support from family and friends was emphasised in responses. 34% of people said they relied on the support of friends and family to help them manage. This underscores the need to provide information and support to families, friends and carers about mental health and where people can find help.

This was reflected in responses that told us that whilst people could recognise when they or someone they knew may not be coping or managing their mental health well they were not confident about where to find help or who to refer to. Many preferred to leave things to professionals. The role of community managed organisations like Flourish Australia, that provide supports to people with a mental health issue, was not well known.

These survey results, and the insights more detailed analysis is providing, highlights positive changes in attitudes towards mental health across the country over the last 5 to ten years. These changes demonstrate the impact of important conversations about mental health and investment by governments in establishing mental health commissions, developing education campaigns and funding clinical treatment services and non-clinical support programs.

However, more needs to be done. We welcomed the National Mental Health Commission's report on it Review of Mental Program and Services this year and supported its recommendations to facilitate an easier to navigate and more integrated support system responsive to the needs of people with lived experience, their families and carers. The Australian Government's Response to the Commission's report provides direction to mental health system reform and the important role of local planning and commissioning of responsive services by PHNs. An important and ongoing component of this work is continuing education of the community and employers about mental health issues, where to find help and the valuable contributions people with mental health issues make to families, workplaces and local communities.



MEDIA STORIES

From, suicide awareness to odd socks, and gardening to grief management, it's been a big year for RichmondPRA in media circles.

With a name change in the wings there was a reluctance to chase major metropolitan media opportunities. The focus was instead on suburban and regional media, ensuring that our initiatives big and small were seen, heard and understood.

Plenty of local media coverage was achieved in July 2015 with the launch of headspace in Bankstown, of which RichmondPRA is lead agency. Partners in Recovery in the New England received numerous newspaper, radio and television hits as additional program announcements were made, culminating with coverage of the program's twelve month extension through to 2017.

The fight to escape the burden of local government levy exemptions for our 41-unit affordable housing development at Guildford was well covered by local media and ABC Sydney, even though we lost the battle to avoid the levies. At the very least people got to see and hear about this promising social initiative at a time when housing affordability has been a high-priority matter.

Mental Health Month saw RichmondPRA crop up in media outlets across the state. The successful Young People's Outreach Program was the focus of an ABC national radio documentary, featuring Tyler Smith, peer worker Chris Grumley and CEO Pam Rutledge. The 'Mind on the Manning' photography campaign and 'Brushes with Life' art exhibition drew a lot of attention in the Manning – along with the 'odd socks' mental health awareness day in the park.

On a more serious note RichmondPRA Armidale Manager, and other local staff led the way with World Suicide Prevention Day and RU OK Day activities.

A therapeutic community garden in Taree, the brainchild of RichmondPRA, was the focus of much media attention across the Manning region. Later in the year the Ulladulla team was recognised for a community forum dealing with change, loss and grief.

Fay Jackson, General Manager Inclusion was a panelist on ABC TV's Q&A during Mental Health Month 2015.



our services



RichmondPRA works in local communities to support people create their own recovery pathways.

Accessing our services can mean different things to different people.

Broadly, we offer support and resources to people with a lived experience, for them to make friends, learn new things, get a job, or find a new home.

SUPPORT PEOPLE TO LEAD AN ACTIVE LIFE

RichmondPRA offers people the opportunity to:

- be supported and resourced with reliable information;
- build a healthy lifestyle by participating in groups and engaging in activities that promote physical health, exercise, emotional wellbeing, addiction and disease management;
- learn new things in an informal setting like managing mental health, literacy and numeracy skills, tutoring, healthy cooking or making handicrafts (eg. jewellery, paper/cards, mosaics);
- access to the community; and
- explore further education.

Partners in Recovery in the New England region provided coordinated support and flexible funding during the year. We are the lead agency in the New England region, and a collaborating partner in nine other areas throughout New South Wales;

headspace Bankstown officially launched in July 2015, and in one year has offered a range of free support services for people aged between 12-25 years old on more than 2,500 occasions. These services include mental health support and counselling, education, employment and other social and vocational services and also alcohol and drug support;

Support for Day to Day Living (D2DL)

program provided small group and individual supports to people in Armidale, Inner Sydney, Liverpool, Newcastle, Penrith and Wollongong;

Recovery and Resources Services (RRSP)

program provided support in Armidale, Blacktown, Maitland, Moree, Taree, Temora, and Young;

Psycho-social rehabilitation programs provided small group and individual support to people in Armidale, Newcastle, Penrith, Sydney and Wollongong;

Peer Operated Service (POS) in Hervey Bay, Queensland includes a Resource Centre, Warm Line operated by peer volunteers until 10pm each weeknight, and a respite house;

Drought Assistance Package supported communities across five of the seven most drought affected areas of northwest New South Wales through events, information sessions and resources which provide social and economic stimulus;

Personal Helpers and Mentors (PHaMs)

program provided support to people living in Bourke, Parkes and Cobar;

Home Based Outreach service provides support to people in Tumut.



SERVICES WE OFFER TO HELP PEOPLE FIND A JOB

RichmondPRA helps job seekers identify their preferences and supports them to research the options available. These components include:

- curriculum vitae and resume preparation;
- interview preparation;
- negotiation of reasonable workplace adjustments;
- job analysis;
- career and further education planning;
- personalised job searching;
- on-the-job training; and
- on-the-job support and check-ins.

Pre-Employ enrolled people in the semester-long vocational preparation course that includes general coursework and one-to-one support paired with a training placement. As a result of the course people have the opportunity to enter open employment, go onto further study or choose supported employment.

Ostara branches in Armidale, Bankstown, Caringbah, Liverpool and Redfern, have supported people during the year to find and maintain a job in the open workforce.

Community Businesses and Social

Enterprises offered people employment and supported employment opportunities during the year.



SERVICES WE OFFER TO HELP PEOPLE FIND A HOME

RichmondPRA provides support to people searching for a place to call home under various programs around New South Wales and South-east Queensland. We helped people identify:

- whether they want to live alone or with others;
- how much support they want, and how that is provided;
- whether they want to live in a flat, villa, house, boarding house or some other dwelling;
- how much they can afford to pay;
- if they need to apply for additional help to get housing that suits them;
- what other financial commitments they have;
- which area they want to live in;
- what community facilities they want to be close to; and
- which people they want to be near (friends, spouse/lover, family etc).

Housing and Accommodation Support Initiative (HASI) – across 26 sites we supported people to live in homes provided through housing partners such as Housing NSW or a community housing organisation. This also included people in the Aboriginal HASI program;

Accommodation programs in Sutherland, Newcastle and Lake Macquarie delivered drop-in support to people living in their own homes;

Young People's programs in Penrith and Kogarah assisted local young people in both residential and outreach services;

Women and Children's program provided support to women and children to re-establish themselves, learn positive parenting and life skills whilst affording them and their children a safe, secure place to stay;

24/7 Residential services provided high levels of in-house assistance and care to people who need this level of support including, boarding house residents in community based accommodation sourced through various housing partners such as Housing NSW and community housing organisations;

New England Regional Sustainable Housing and Homelessness assisted people who are homeless or who were at risk of homelessness in the New England area as lead agency with partners in our consortium;

Transitional Recovery Program in Caboolture, Queensland supports people to re-establish themselves in the local community.



We were an active service provider in the NDIS Hunter trial site providing a range of support to people with a psychosocial disability.



RichmondPRA is the lead agency for headspace Bankstown, leading a consortium of local organisations providing supports to improve the wellbeing of young Australians.



We All Stand Together

mixed media

This artwork was made over several weeks, with input from staff and people we support, all working together. The image is designed specifically to hang in the foyer at O'Connell Street, Tamworth and represents our respect and support for Aboriginal people, their culture and heritage.

Tamworth HASI Plus and HASI General weekly art and craft group

RESPIRE SERVICES

Respite for Carers Service at Penrith supported carers to take some time out from caring.

And **Spinnaker on Spinnaker** at Hervey Bay gave support to people who accessed our services.

PEER WORKERS

Peer workers play a vital role engaging with people accessing mental health programs, staff and other support services.

As at 30 June 2016, RichmondPRA employed 140 peer workers across our services. We have made a public commitment to providing access to a peer worker no matter where a person lives.

Research consistently finds that Peer Work is valuable in supporting people with a mental health issue on their recovery journey.

Our peer workforce consists of suitably trained and experienced people with a lived experience of a mental health issue that gives them a unique perspective to assist others on their recovery journey.

OUR PARTNERS

To deliver our highly specialised services and programs we collaborate and partner with many other organisations, which include government, non-government and community based groups.

This year we undertook a Partnership Survey and while there has been no change in the proportion of partners, there is a marked increase in the number of long-term partnerships being acknowledged.

100%

Demonstrable understanding of recovery-based, person led practice



PROGRAMS TO ENGAGE

Community Arts Program

This program builds confidence, self-belief and self-esteem through facilitating avenues to express ideas and feelings through art making.

It encourages exploration, furthering education opportunities and increased participation in the wider community.

This year has again been very busy and productive. I have visited over thirty sites across New South Wales. In some of the rural areas, my visits connect the people who access our services from a number of different offices. Through these groups I have made art with 1436 people. The locations may vary from offices, meal rooms, parks, bush settings, garages and group rooms.

The art activities have been quite wide ranging - from the traditional through to the non-traditional. Drawing, exploring watercolours, acrylic painting, printmaking, photography and clay work have been popular. However, zentangling, stress less free drawing, flower and shell mandalas, painting with non-traditional tools, abstraction of photographs are also well received activities.

Recovery focused art activities have also been introduced to RichmondPRA's Community Businesses located in Sydney. These include "I am" and "I can" group artworks that acknowledge and celebrate each person's strengths.

One of the many roles that I enjoy is supporting and mentoring facilitators across different locations. This maybe for short-term projects or for ongoing art/ creative local/community endeavours.

Key evaluation questions were asked of the artists who participated in the groups in 2016. Responses were collected from 112 people in ten sites.

Using a mean score of 4, questions included: "Did you enjoy the social interaction in the group today?" (3.71). The enjoyment of the art activity, (3.77) "I feel that I can benefit from coming to this group" (3.72) and "Do you feel that coming to this group today can assist you in your recovery?" (3.66).

The data collected allows the Community Arts Coordinator to establish if there are art/creative events between visits and if the people who have attended the group would like to continue with groups between my visits.

There were many highlights of the year. The 'Recovering Creativity' Research Project in partnership with Western Sydney University provided the opportunity to explore through artworks and art-making stories, the importance of understanding how art can assist recovery, positive identity and social inclusion. Participatory arts-based and narrative group research methods were explored and presented to the 2015 ANZATA conference in Adelaide. Collaborative research papers are in the process of being written.

One of the joys of my role within RichmondPRA is working within the community connecting with and celebrating art as a vehicle for inclusion, acceptance and happiness. I have had many opportunities this year including Tamworth Homeless Connect Day, celebration of International Women's Day with the women of Newtown. I have worked within the communities of Cobar, Bourke, Tottenham and Moree with the amazing assistance of staff from these sites. Art brings us all together!

Jane Miller

COMMUNITY ARTS CO-ORDINATOR

The Nepean landscaping team and Harris Park packing services



COMMUNITY BUSINESSES

Australian Disability Enterprises (ADEs)

Community businesses, our ADEs, provide real jobs in a real work environment that assists employees to develop skills and experience in a range of work activities.

Over 650 people chose to work at a RichmondPRA site during 2015/16, performing a number of tasks such as packing, shrink-wrapping, digital copying, document shredding, courier services, grounds maintenance, general and specialised forensic cleaning for over 60 contracts and locations.

Last year, RichmondPRA undertook a major restructure of our ADEs and the services and supports we provide to employees. One of the key components was the greater involvement of Peer Workers, holistic recovery-orientated training and support to access open employment where appropriate. The impact of the restructure was higher retention rates for new employees, improved productivity, higher quality work, and certificate training in warehousing and grounds maintenance which led directly to a better variety of job opportunities and expanded contracts.

Our warehousing and packing sites provide a variety of warehouse-based work including packing, pick and pack,

warehousing, digital storage, and light assembly at two sites: Marrickville and Harris Park. Close to 200 employees work at these sites throughout the year, contributing to over \$2.6 million in earnings through work for companies such as Colgate, Commonwealth Bank of Australia, NSW Government, Woolworths, Shiseido, Bremick, Grasshopper and 3M. Despite some challenging business conditions, the sales team sourced a number of additional new contracts, and 3M substantially increased their lines packaged by the team.

Prestige Packing Co

100%
rated the quality of customer service as excellent or very good

90.9%
say they would definitely use our service again

100%
would definitely recommend the service to others

(Business Service Survey 2016)

Another three sites at St Marys, Warwick Farm and Marrickville provide services in gardening, cleaning, residential and commercial premises maintenance, as well as a new forensic cleaning team. This year we amalgamated the Penrith and St Marys sites to create a more unified service, and this has delivered efficiencies that we have benefited from.

We also introduced Certificate III in Horticulture, which is also available for all employees through a partnership with Ryde TAFE. The course is tailored to our specific needs and delivered predominately onsite.

After expanding last year to include NSW Ambulance Service sites, these continued to increase with Nepean, Blue Mountains and Central Coast regions coming online. In late 2016, the South Coast region will join them. With this increase in Ambulance NSW work, and the winning of a substantial Department of Industry cleaning contract through National Disability Services (due to start in October 2016) we are well positioned to ensure a better work environment for our employees and a more sustainable financial position overall.

Figtree Conference Centre team



SOCIAL ENTERPRISES

A social enterprise is a business venture whose main purpose is to create employment for disadvantaged workers in a real time business.

RichmondPRA operates the following social enterprises that aim to be financially sustainable, whilst providing much needed local jobs, training opportunities and services.

Figtree Conference Centre

FCC opened in July 2013 as a purpose-built function centre located in conjunction with RichmondPRA's head office in Sydney Olympic Park. The Conference Centre caters for corporate and social conferences, events and exhibitions and bookings continue to grow year on year.

FCC delivers positive social outcomes through the provision of training and employment opportunities that help break the cycle of unemployment and isolation so often experience by people with lived experience of mental health issues. Each employee is trained and mentored in events and catering operations.

During the year FCC implemented new systems and work practices that develop independent thinking and working. New menus were also created, and streamlined to make catering simpler and cost effective. FCC employees were also given training in a TAFE Food Safety Supervisors Course on-site.

In addition to our regular customers using FCC, we increased our volume with another 13 new customers this year, which has meant our 15 employees have had a good round of event exposure and experience.

Kwik Kopy

Opening in Surry Hills, Sydney in August 2013, the RichmondPRA franchise was established as a social enterprise and offers printing services, graphic design and digital. Within 18 months of opening it was ranked in the top 40% of Kwik Kopy franchises nationally.

This year, the social enterprise won the award for the Highest Sales Growth in 2015/16 in their category Australia-wide. And with this achievement, comes new clients and collaborations, plus requirements for new production services.

Kwik Kopy, Surry Hills employs three people, one of whom is a supported employee.

A man with a beard and long hair, wearing a dark blue patterned shirt and jeans, stands in a garden holding a white sign. The sign has the word 'COURAGE' written in a blue, cursive font. Below the word, the name 'Andrew' and the location 'TAREE' are printed in a smaller, blue, sans-serif font. The background shows a wooden fence, green foliage, and a house with a corrugated metal roof.

COURAGE

Andrew
TAREE

“...my recovery journey can be seen through my progression of how I’ve been able to look after myself.”

I FIND ART GIVES ME THE OPPORTUNITY TO FEEL BETTER ABOUT MYSELF, ESPECIALLY WHEN I’M WORKING ON A PIECE.

I have been with RichmondPRA for the past eight years, mainly with the HASI (Housing and Accommodation Support Initiative), after I was referred by the community team at Health New South Wales.

For me, nothing has been easy going. I couldn’t afford rent and struggled with staying well and on top of things. Then I started working with my support worker Bob and then Di, and things slowly started to turn around.

I thought Meals on Wheels was a great option. It got me away from takeaway and junk food. I felt safer and more comfortable with it. I actually battled with getting out of my comfort zone.

I suppose my recovery journey can be seen through my progression of how I’ve been able to look after myself. At first, my money was managed by the NSW Trustee, and Meals on Wheels looked after my food. Over the years, I had done some cooking courses through the heal programs and I enjoyed this.

In 2014, my support worker, Di suggested I consider working with her to do weekly shopping and cooking. I agreed to give it a try. It’s now been over 12 months, and I shop every week and cook all my own meals. I feel healthier and stronger. I have more freedom to choose what I can eat, but I do miss my ‘goody bags’ from Meals on Wheels!

The other activity I’m really enjoying is art. I have attended workshops in Taree and Newcastle. I’ve created art that has been displayed in the Brushes with Life exhibition, and I feel really proud of that.

I’m more active now too. I enjoy bike riding and of course am really into cleaning, shopping and cooking. I look forward to outings with the people I hang out with at RichmondPRA, and Christmas.

embracing peer work

We have a clearly stated organisational commitment, and culture that identifies our workforce as leaders in recovery-oriented, strengths-based and person-led support services.

To help deliver these specialised services, research is increasingly finding that peer work is valuable in supporting people with a mental health issue on their recovery journey. In turn, this has resulted in a rapid growth in the number of peer work opportunities being created across both the non-government and government sectors which are beginning to see the value of peer work, and have included peer work in their staffing establishments, alongside clinicians and other non-clinical positions.

WHY NOT A PEER WORKER? STRATEGY

At RichmondPRA we took the policy position of rather than asking the question why develop a peer workforce, we asked the question "Why not a Peer Worker"?

From this, we have had open, and sometimes robust discussions at a senior level which were crucial to introducing major change processes. The commitment to growing and supporting a peer workforce as a profession takes considerable effort and leadership from experts who have a personal lived experience.

In October 2015, we launched an unprecedented employment program to open up career paths for people with mental health issues, based on evidence of the effectiveness of peer workers in engaging and supporting people who access mental health services.

The strategy is part of RichmondPRA's philosophy of employing people with a mental health issue across the organisation, and takes this approach to a whole new level. About half of the organisation's 700 current staff have a lived experience and RichmondPRA intends to lift that figure higher in coming years.

Through the year, RichmondPRA employed over 140 peer workers across a range of mental health, community support and employment services in the early stages of the program, with a number of

those positions being created in the Newcastle area, where services are expanding to people receiving NDIS packages of support.

Peer worker applicants must be able to demonstrate an ability to use their own story purposefully to assist people accessing RichmondPRA services in their mental health recovery journey. They work as part of a multidisciplinary team delivering a range of residential, employment and community services and are expected to undertake accredited training to acquire a Certificate IV in Mental Health Peer Work.

It's anticipated that the initial peer worker employment will often result in staff forging new careers not only within RichmondPRA but gradually in other workplaces, with many working their way up to management positions.

The program is in response to formal research and strong anecdotal evidence showing that people with mental health issues are far more likely to trust, relate to and respond to someone who has their own experience of a mental health issue and recovery.

This boosts the chances of those in need of support embarking on a recovery journey and enjoying independent and meaningful lives in the community.

Information strongly indicates that people supported by peer workers are far less likely to resort to drug and alcohol abuse and far less likely to require hospitalisation, which presents enormous social and cost benefits.



PEER OPERATED SERVICE

The Peer Operated Service (POS) in Hervey Bay, Queensland is funded by Queensland Health, and is totally staffed and operated by Peer Workers.

It is founded upon a belief that peer work is an effective and valued support for people with lived experience. The service includes a Resource Centre where people can access one-on-one and group peer support, a Warm Line for telephone peer support across the region, and a Retreat, Spinnaker on Spinnaker, which can provide short-term residential peer support people to get back on their feet.

The team working at POS use Intentional Peer Support framework developed by Sherry Mead, supplemented by RichmondPRA's Recovery Action Framework, and the 3 Vital Behaviours, encouraging each other to use strengths based language, hold recovery conversations, and engaging in reflective practice, to guide their work.

Daily the team works alongside various partners to ensure excellent service delivery. Working with a number of local mental health organisations, charitable groups and drug and health services, there is considerable facilitation and collaboration to generate awareness, education and training opportunities.

THE RESOURCE CENTRE

The Resource Centre runs nine groups per week, facilitated by people with lived experience who access the service. Each group program is planned by the group with peer workers on hand to guide and participate. Each group involves a physical activity, accessing the community with recovery-focussed topics and conversations are encouraged.

The Resource Centre also provides one-to-one support with Peer Workers. This involves having purposeful conversations to share experiences, resources and supports that assist the person to continue on their recovery journey, and to work together on individual plans and their dreams for the future.

THE WARM LINE

The Warm Line is a service for people to call if they are needing a chat with someone, knowing that they will be talking with someone who has a lived experience and who will listen. Some peers request weekly or fortnightly calls from the staff.

SPINNAKER ON SPINNAKER

This is a rest and recovery residence where people can stay for up to three weeks. The residence provides time out from the person's current environment and an opportunity to receive some extra support in maintaining recovery and focusing on future plans.

INTENTIONAL PEER SUPPORT TRAINING

In our continued commitment to the development of our peer workforce, and the people we support, RichmondPRA implemented Intentional Peer Support training (IPS).

The POS in Hervey Bay has utilised IPS as a means to engage with and support peers, and have found it a natural and valuable partner to RichmondPRA's Recovery Action Framework, including the 3 Vital Behaviours.

A thorough training schedule was developed and carried out firstly in Hervey Bay, Queensland, and Sydney, New South Wales. In Sydney 48 Senior Managers and 24 Peer Workers took part in the IPS workshops. While the focus was primarily on effective management and understanding of a peer workforce, topics that generated much discussion included professional and credible boundaries, team building, effective communication, co-reflection and future training frameworks.

RECOVERY ACTION FRAMEWORK REPORT CARD

During the year we continued to implement the RAF we launched in 2014/15. The eight Organisational Commitments made in the Framework drove much of our work, which is continually improving our recovery-oriented practice.

Early in the new financial year we hosted Associate Professor Julie Repper, Director of Implementing Recovery through Organisational Change (ImROC) program at the UK Centre for Mental Health, the inspiration behind the RAF. Julie spoke about recovery, peer work, as well as mental health service reform.

We also took the RAF on the road again, and given our belief that everyone in the organisation should commit themselves to using the three vital behaviours, we encouraged back office teams such as finance, human resources and IT to develop presentations about them.

We undertook our Recovery Action Framework Survey which has highlighted some great results below:



STRENGTHS BASED LANGUAGE

Work colleagues say you would use

90.6%
in 2016

90.7% in 2015

75.1% in 2014

People accessing services say you would use

80.9%
in 2016

80.6% in 2015

70.4% in 2014

Work colleagues use

86.2%
in 2016

83.4% in 2015

67.7% in 2014



RECOVERY CONVERSATIONS

Work colleagues say you would use

89.6%
in 2016

83.8% in 2015

80.3% in 2014

People accessing services say you would use

83.9%
in 2016

77.4% in 2015

71.1% in 2014

Work colleagues use

87.8%
in 2016

81.3% in 2015

76.7% in 2014



REFLECTIVE PRACTICE

Work colleagues say you would use

89.8%
in 2016

70.5% in 2015

69.2% in 2014

People accessing services say you would use

75.7%
in 2016

70.5% in 2015

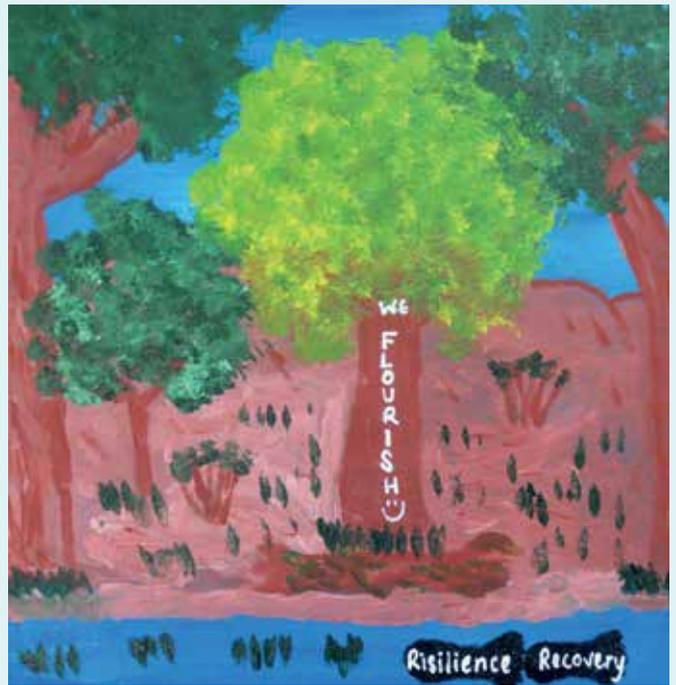
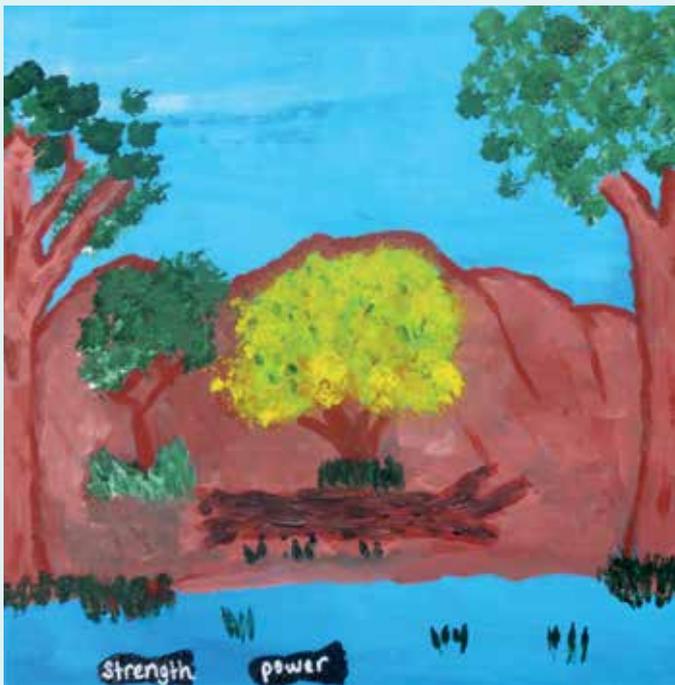
62.5% in 2014

Work colleagues use

85%
in 2016

76.5% in 2015

64.2% in 2014



Our Journey Through Recovery;
 i. Bushfire, ii. Burnt Out, iii. Regrowth, iv. Flourish

The artists from Cobar are Dianne Griffiths, Lenore Byrne and Anne Williams. Laura Thompson (peer worker) from the Cobar office facilitated the group in response to a call out for artworks for the Flourish Australia Launch Exhibition.



“I’m proud of where I am today. I’ve come a long way.”

Ron PENRITH

WHEN HE WAS YOUNGER, RON LOVED SPORTS AND WAS INTO MARTIAL ARTS AND FOOTY. “I HAD A REALLY GOOD CHILDHOOD,” HE REMEMBERS.

However, Ron experienced a heartbreaking loss when his older brother Mark died suddenly and unexpectedly, when Ron was 16. “It really affected me,” remembers Ron. “I wasn’t the same person afterwards.”

“I had to look after Mum and take on responsibilities. I grew up quickly.”

However, loss was to continue with Ron’s parents passing away and the tragic death of his other brother.

Ron was referred to Flourish Australia in 2010. At the time, he was homeless; couch surfing between family members and heavily dependent on alcohol.

At Flourish Australia, Ron was given support connecting with men’s groups in the community such as The Men’s Shed in Mount Druitt.

“I have a good time on the Flourish Australia outings,” says Ron. “I like going to The Shed where everyone can have a feed and a yarn together.”

“I had some work packing for a while. One of my goals is to get another job and get my drivers license. I’d also like to play sport again.”

“Flourish Australia have been helping me since 2010,” says Ron. “I couldn’t have done it by myself. But now it’s up to me to help myself.”

In February 2016, Ron moved into his own home.

“I felt good getting my own place. I got help getting furniture, a fridge and TV which I really appreciated,” says Ron.

“If I hadn’t had Flourish Australia’s support, I’d have been living on the streets. I’d like to say thanks to everybody for helping me.”

“When I think about my life, I feel happy and sad,” says Ron. “I feel sad because I lost my family – it made me drink a lot. But now I’m trying not to drink much and my life is going good,” says Ron. “I just want to live a happy life”.

Ron has demonstrated incredible willpower dealing with his mental health issues and getting to where he is now.

“My Mum always said, “be strong” and I’ve been strong all of these years.”

Today Ron has his own two-bedroom home; he regularly attends social events with Flourish Australia and other community organisations and is continuing along his recovery journey with real, attainable goals to work towards. He has regular meetings with the Aboriginal HASI team and heads to Flourish Australia’s offices for chats and outings.

“I’m blown away by the challenges Ron’s faced in his younger life,” says peer worker, Jamali Hanman. “I’m proud of how he’s handled situations,” adds Jamali. “And I’m really happy for him that he now has his own life.”

“I’ve learnt so much from him.”

Senior Mental Health Worker Elaine Zander adds, “I’ve walked alongside Ron’s journey and the ups and downs he’s faced head on. I’ve seen Ron develop as an individual and he continues to progress strength by strength.”

“Ron is an inspiration to so many people at Flourish Australia.” “I’ve learnt a lot over these years, I’ve learnt how to be strong,” says Ron. “I’m proud of where I am today. I’ve come a long way.

our financials

At 30 June 2016 our Balance Sheet remains strong with positive financial ratios. Our operating result for the year was a small deficit of \$166,425.

2015-16 was a year of considerable cost pressure caused mainly by the Equal Remuneration Order on the Social, Community, Home Care and Disability Services Modern Award. Like many other service provider organisations we are also facing cost pressures in the provision of NDIS services. These pressures continue to challenge us to review our business and financial models.

To offset these cost pressures our positive workers compensation performance continues to return a premium at year end. Additionally, our overall income increased 9% this year, which means a 33% increase in income since the merger in July 2012.

A major investment this year has been the affordable housing construction at Guildford which will be completed in early 2017. This will mean a significant increase to our assets.

To improve our productivity we started the process for the selection of a new integrated finance system. We have identified and documented our current and future needs ready for a request for tender and implementation of the new system in 2016-2017.



REVENUE

\$35,264,761	NSW Government
\$14,922,987	Commonwealth Government
\$3,333,127	Business Sales
\$1,654,094	QLD Government
\$1,617,431	Other Income
\$205,816	Gain on sale of PP&E



COSTS

\$28,185,982	Supporting people where they live
\$15,826,765	Helping people to make friends, get involved and learn new things
\$9,452,548	Working with people to find a job
\$3,201,716	Other
\$497,630	Costs of Goods sold

OUR SOURCES OF REVENUE 2015-16

		2015-16	2014-15
Comm	Commonwealth Government	\$14,922,987	\$16,873,776
State	NSW Government	\$35,264,761	\$28,152,229
Business	Business Sales	\$3,333,127	\$3,709,662
QLD	QLD Government	\$1,654,094	\$1,715,903
Other	Other Income	\$1,617,431	\$1,497,143
		\$56,792,400	\$51,948,713
	Gain on sale of PP&E	\$205,816	\$244,438
		\$56,998,216	\$52,193,151

COSTS SUMMARY

	Supporting people where they live	\$28,185,982	\$24,752,535
	Working with people to find a job	\$9,452,548	\$9,536,943
	Helping people make friends, get involved and learn new things	\$15,826,765	\$14,383,984
	Other	\$3,201,716	\$2,797,163
		\$56,667,011	\$51,470,625
	Cost of Goods sold	\$497,630	\$601,033
		\$57,164,641	\$52,071,658

OUR BALANCE SHEET AT A GLANCE

Assets

	Cash and cashable investments	\$10,228,611	\$14,033,738
	Property, Plant and Equipment	\$19,899,786	\$17,528,603
	Receivables	\$1,339,240	\$2,395,037
	Other assets	\$645,791	\$702,598
	Total Assets	\$32,113,428	\$34,659,976

Liabilities

	Accounts Payable	\$2,499,835	\$3,061,112
	Accrued expense	\$1,196,601	\$3,382,612
	Financial Liabilities	\$2,302,667	\$2,850,000
	Provision for Staff LSL and Holiday Pay	\$5,391,708	\$4,460,592
	Total Liabilities	\$11,390,811	\$13,754,316

EQUITY

	\$20,722,617	\$20,905,660
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the next twelve months

EMPLOYMENT PATHWAYS

This year we have placed a lot of energy into continuing the internal transformation of our Community Businesses. The next twelve months will see us continue to grow the employment opportunities available for people with lived experience through expanding the locations in which our businesses operate, and the types of employment opportunities available in those locations.

RECOVERY LEARNING NETWORK

This year our Board approved the establishment of a Recovery Learning Network. This is an innovative development of the traditional Recovery College model, that links Flourish Australia, the Local Health District, local University, TAFE and businesses in an educational partnership with people with a lived experience, their families and carers. We have employed a Manager for the Recovery Learning Network, and aim to have two pilot sites in operation during 2016-2017.

SOCIAL IMPACT INVESTMENT BOND

Subject to successful completion of development phase with the New South Wales Government, we hope to see the Resolve program move into operation in two Local Health Districts during the year.

CLINICAL SERVICES

We have been committed to improving the overall health outcomes for people who access our services for a long time. This led us to develop our Award Winning Back on Track Health program. Understanding the importance of a strong partnership between clinical and non-clinical services, we became a lead agency for the headspace Bankstown centre. During the year we will be investigating how we might develop and expand our work in the clinical area.

HEADSPACE BROKEN HILL

We have been providing community based supports in the Broken Hill community for many years now. We were pleased during the year to submit a successful consortium tender for headspace Broken Hill. We are currently working hard to design the new headspace Centre at Broken Hill which will be opened during the next twelve months.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

We continue to review and develop our services to meet the needs of people who access our services who hold a NDIS funding package. A significant amount of work will continue to occur to develop our staffing, systems and processes to provide the most effective and efficient supports possible to NDIS participants as the scheme rolls out nationally.

BENCHMARKING

We are committed to data informed decision making and constantly looking at how we perform in comparison to other similar organisations. This helps us to continually improve our services and their quality of delivery. During the year we will be identifying further sources of benchmarking data that can be used at the program and organisational level.

GUILDFORD

In early 2017, we will see the 41 units we are building at Guildford as part of the National Rental Affordability Scheme completed.

strategic plan

2016-2019

VISION

To enable full participation within a diverse and inclusive community.

MISSION

Working together for optimal mental health and wellbeing.

VALUES

Hope, inclusion, partnership, diversity, integrity, respect, trust



Strategic Priority 1

VALUING LIVED EXPERIENCE

- Co-designing and delivering person-led services
- Growing the peer workforce
- Actively recruiting staff with a lived experience
- Developing new approaches to engagement
- Actively engaging with advisory councils



Strategic Priority 4

GROWTH, REACH AND INFLUENCE

- Diversifying our revenue streams
- Increasing our reach into regional, rural and remote communities
- Increasing supports for families and carers
- Using our experience to help other organisations' workplace mental health



Strategic Priority 2

OUTCOMES FOCUSED, RECOVERY-ORIENTED QUALITY SERVICE DELIVERY

- Supporting people to improve their physical health
- Supporting people to develop personal and social relationships that promote independence and citizenship
- Increasing transitions to employment
- Growing our research and evaluation activities
- Expanding our National Disability Insurance Scheme offerings



Strategic Priority 5

GOVERNANCE AND RESOURCE MANAGEMENT

- Implementing a strong governance framework
- Maximising the efficiency of our services
- Benchmarking our performance
- Managing our risks effectively



Strategic Priority 3

SERVICE INNOVATION AND CO-DESIGN

- Establishing the Recovery Learning Network
- Co-designing new services and service offerings
- Engaging people in an National Disability Insurance Scheme environment
- Growing the use of appropriate technology



Strategic Priority 6

DEVELOPING OUR WORKFORCE

- Being an employer of choice
- Developing accountable self-managing teams
- Accessing talent and providing accessible career paths
- Increasing learning and development opportunities

our funders

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AUSTRALIAN GOVERNMENT

Department of Health
Department of Social Services
National Disability Insurance Agency

NSW GOVERNMENT

NSW Health
Department of Family and Community Services
– Ageing, Disability and Homecare
Department of Family and Community Services
– Housing NSW
Department of Family and Community Services
– Child and Family Services
Department of Sport and Recreation
Hunter New England Local Health District
Illawarra Shoalhaven Local Health District
Murrumbidgee Local Health District
Nepean Blue Mountains Local Health District
South Eastern Sydney Local Health District
South Western Sydney Local Health District
Southern NSW Local Health District
Sydney Local Health District
Western Sydney Local Health District

QUEENSLAND GOVERNMENT

Queensland Health

OTHER FUNDERS

headspace National Office
Hunter Primary Care
– Partners In Recovery
Grand Pacific Health
– Partners In Recovery
New Horizons
– Partners in Recovery
Schizophrenia Fellowship of NSW
– Partners In Recovery
Grand Pacific Health
– Partners in Recovery
Wentwest
– Partners in Recovery
Wentworth Healthcare
(Nepean Blue Mountains)
– Partners in Recovery

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Supporting Mental Health & Wellbeing

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