



flourish[®]
AUSTRALIA

Where mental wellbeing thrives

ANNUAL
REPORT
2024

HOPE



Her Excellency The Honourable Margaret Beazley AC KC

We are very honoured that Her Excellency The Honourable Margaret Beazley AC KC, Governor of New South Wales is our Patron.



Flourish Australia is committed to providing equitable access to services for people from Culturally and Linguistically Diverse communities and/or people who experience a hearing or communication disability. If you would like support with anything within this annual report, please contact us on 1300 779 270 and we can arrange an interpreter or translator to assist.

Acknowledgement of Country

We acknowledge the traditional custodians of the land, seas and waterways upon which we live and work. We pay our respects to their Elders past and present, and recognise their strong and continuing connection to land, culture and spirit.

Recognition of Lived Experience

Flourish Australia deeply values lived experience.

We recognise the many people with lived experience of a mental health issue who have broken new ground, often suffering through marginalisation, discrimination, abuse and the denial of human rights, to emerge with the courage to speak out for positive change.

True champions of change, who despite having no power or status, challenged deeply entrenched beliefs and limitations to create new pathways that give those who have followed, a voice, and the hope of a better future.

We stand with them, in recognition of their strength, resilience and determination to advocate for the rights of people with mental health issues to live a purposeful, rewarding and contributing life. And we recognise the important contribution of families, carers and a person's support network, to the recovery journey.

Wilyakali/Wiljali Country

We deliver services on the following First Nations Lands

- Anaiwan • Awabakal • Badtjala • Bidjigal
- Biripi • Darug • Dharawal/Tharawal
- Dharug • Eora Gadigal • Gandangara
- Gomeroi • Gubbi Gubbi • Gweagal
- Kamilaroi • Kurna • Kulin • Ngilyampaa
- Ngemba • Ngunnawal • Wanaruah
- Wangal • Wiljali • Wiradjuri • Wilyakali
- Wongaibon • Wonnarua • Worimi • Yuin



About Flourish Australia

For almost seven decades we have served Australian communities by providing support for people with a lived experience of a complex mental health issue, as well as their families and carers.

At the core of Flourish Australia, is a single and powerful vision: To actively create and inspire a world where everyone's mental wellbeing can flourish.

Rings of Resilience

The graphic design of this report has been inspired by the pattern of tree rings and organic shapes found in nature. Trees are representative of strength and stability, each ring representing a year of life, capturing different seasons of abundance, adversity, and everything in between. Trees inspire hope by encouraging us to persevere and grow despite life's challenges.



Hope that brings healing

It's our aim that this year's Annual Report theme of 'hope' will be an inspiration to you.

Bringing hope to people on their mental health recovery journey, and the family, carers, supporters and kin who support them, is fundamental to the person-led support Flourish Australia provides.

Hope brings with it optimism, positivity and the possibility of a better future. Holding onto hope is what motivates us to do what is needed to support each person in the current moment, and helping them to see the possibilities of change; this is particularly so when people say they have lost their sense of hope. This helps us all to pursue life goals and sustains each of us through difficulties, challenges and times of discouragement.

This year has been filled with stories of hope across the organisation. The people who have generously shared their stories of lived experience within this

report did so to bring hope to others; for them, finding hope for recovery has been life changing. Flourish Australia's Peer Workers tell us the importance of bringing hope to others by sharing their personal lived experience is one of the most rewarding aspects of their role.

So much more than just a concept to Flourish Australia, hope is the very fibre of who we are as an organisation and what we bring to walking alongside each individual on their recovery journey. We firmly believe 'there is no medicine like hope, no incentive so great and no tonic so powerful as the expectation of something better tomorrow' (O.S.Marden).

Together with our Board, the Council, Foundation Committee Members and Ambassadors, Donors and Supporters, Community Business Partners, and, importantly, the people we support and their family, carers, supporters and kin, we are firmly focused on a hope filled future where mental wellbeing thrives.



Our Purpose

is supporting people to flourish, believing in their future and their place in the community.

Our Vision

is creating communities where everyone's mental health and wellbeing flourishes.

Our Values

uphold trust, respect, hope, inclusion, integrity, diversity and partnership.

**What
Flourish Australia
stands for**

We help people with a lived experience feel supported and meet their everyday challenges. We want them to live ordinary, even extraordinary lives.

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CHAIR & CEO REPORT

Elizabeth & Mark

“I think it’s important for everyone to know that we are all holders of hope...” Annie Sykes

Research shows that hope has a positive impact on mental health, physical health and wellbeing, all important focuses of Flourish Australia’s work. As Geoff Shepherd et al (2008) advises: “Hope is central to recovery and can be enhanced by each person seeing how they can have more active control over their lives (‘agency’) and by seeing how others have found a way forward.”

Our long experience, and regular reports from the personal experience of people with lived experience, continually demonstrate hope. Hope for a different tomorrow; hope that things will get better; hope of a life and citizenship reclaimed. Focussing on a goal with an expectation that such a goal can be achieved, supports a sense of hope.

Hope plays a particularly important part of the role of a mental health lived experience (peer) worker, who embodies the very essence of hope. These workers demonstrate to others, in a very real way, that they too can experience recovery and look to a different future; maybe even a future with a job where they can share their personal lived experience with others.

Hope is important not only for people with a personal lived experience, it is important for families and carers who often provide the majority of support to them. Accompanying someone on their long, and sometimes winding road of mental health recovery is supported by a belief in hope. And like any family member, they hope and wish for the best outcomes for the person they love and care about.

For this very reason hope is one of our organisational values and part of our outcomes and improvement framework: We support people to envision their recovery journey and develop a sense of hope. We do that because we know that hope helps everyone to take that next step, to overcome that next barrier, even when it seems insurmountable. Accompanying people on their recovery journey is supercharged by hope.

As the Late Annie Sykes, who was our Senior Independent Advocate until very recently, said, “I think it’s important for everyone to know that we are all holders of hope.

When we’re feeling a bit wobbly, then somebody else can hold hope for us. And as we continue along our journey it’s important to know that we can come back to this hope in time”.

Our annual report always includes recovery stories. We do so, with the kind permission of many who access our services, because they describe mental health recovery journeys and the role hope plays. It’s also the reason we publish our magazine, *Panorama* and provide a platform for people with lived experience to share their experience and insights about recovery with others. We are always inspired by the information shared, which inspires hope in others with lived experience.

This year has been filled with stories of hope. Thousands of people have taken that next step on their recovery journey to reclaim their social citizenship, and their place in their local communities. That includes those who access our supports, their families and carers, as well as many Flourish Australia staff, who themselves have a lived experience. Because of this, hope is not just a concept in our service delivery, it is part of who we are, and what inspires us as individuals, and collectively as an organisation, day in day out. It is at the heart of our culture and practice, linked with a pragmatic optimism that inspires potential for achievement.

Part of the hope we demonstrate is the employment of people with lived experience.

This year we have placed additional focus on the growth of the mental health lived experience (peer) workforce, knowing how important that workforce is in delivering hope in services. We recognised that our growth in this area had stalled, and needed to understand why that was; reflecting on our strategic commitment to grow the front-line peer workforce to 50 per cent of our frontline support team by 2027. A dedicated working group reviewed our recruitment practices, and another developed a peer workforce framework to explicitly state how we do peer work at Flourish Australia. This was accompanied by an evaluation of our Peer Worker supervision model.

Consistent with the Strategic Plan, our commitment to lived experience leadership and governance throughout the organisation saw us commit to an internal audit against the Lived Experience Governance Framework, using the associated toolkit and audit tool.



BUCKINGHAM HOUSE

**“There is no medicine like hope, no incentive so great,
and no tonic so powerful as expectation of
something better tomorrow.”** (O. S. Marden)

Chair & CEO Report Continued...

Our thanks to Fay Jackson, General Manager, Inclusion and Amie Verrall, Regional Manager, South Australia, for their lived experience leadership in this important project.

In the wake of the Disability Royal Commission, this year we also undertook an internal review of accountable governance issues raised in the Royal Commission's report, as summarised by Dr Alan Hough of Purpose at Work. We also completed internal audits on complaints management, work health and safety, safeguarding and record keeping. Added to the other regular independent standards audits these audits provide a significant degree of assurance for the Board and Senior Leadership Team (SLT) about the quality of our day-to-day performance, and the experience of people accessing supports.

We welcomed the NDIS Independent Review Report and were pleased to see a specific recommendation on psychosocial disability. However, the pace of change is not sufficient. Like other providers we can no longer continue to co-fund the NDIS from our own reserves, filling the gap between what is paid and what safe and quality services cost. In addition, there have been very few people seeking SIL accommodation supports that could fill vacancies created by people moving on to other organisations or types of supports. As a result, the board made a decision this year that we needed to make significant changes in our NDIS services. Regretfully, we had to stop delivering some NDIS services in select sites, and closed sites that could not make sufficient changes to be sustainable financially. These were difficult but necessary decisions, and consistent with our Strategic Plan 2023-2027.

Despite these challenges, we uphold the theme of this year's report in hope and optimism for the future of Flourish Australia and all its stakeholders, taking the view that "There is no medicine like hope, no incentive so great, and no tonic so powerful as expectation of something better tomorrow." (O. S. Marden).

Consistent with that message, we wanted to note that on 30 June 2024, our board director Hugh de Kretser left us to take up appointment as the new President of the Australian Human Rights Commission. We express our deepest thanks to Hugh for his many insights and contributions whilst being part of leading and governing the organisation; and wish him well in his new role promoting and protecting human rights across Australia.

During the year Fay Jackson advised of her intention to take extended leave and then leave Flourish Australia after ten years as General Manager, Inclusion. We have been fortunate to have Fay driving our efforts to amplify the voice of lived experience in services, helping us deliver co-design and co-production of services and resources, ensuring lived experience insights inform our research and evaluation activities, and providing lived experience leadership across the organisation. We'll have more to say next year, but wanted to acknowledge and thank Fay for everything she has done for the organisation over the last decade, for the embodiment of hope that she is, and wish her well for the future.

In conclusion, we thank everyone for their contributions to Flourish Australia this year. The Flourish Australia team has continued to demonstrate in their every action our commitment to person-led, recovery oriented, trauma informed, and hope-filled services. We thank the Board, and also the Council, led by Karen Jurss and Mozzie Wilkinson, for their wise counsel, advice and many contributions to the organisation. We also thank our funders, Foundation Committee members and Ambassadors, as well as our donors and supporters, for their continuing encouragement and partnership; and for their faith in us to deliver high quality, safe services, as we have for close to 70 years.

And importantly, we thank people with lived experience, and their families and carers, who access supports for allowing us to be part of their lives and journeys; and for teaching us so much along the way. The journey we take together is full of hope; and it is an honour for us that we can share that hope with each other.

Professor Elizabeth More AM
MAICD
Board Chair

Mark Orr AM
GAICD FGIA FGC (CS)
Chief Executive

Artwork with Monique at Buckingham House



L-R Employee of the year Doris Kluge with Belinda Jenkins, Fadzi Marasha, and Mark Orr AM at the 2023 Flourishing Awards

Our Strategy on a Page 2023-2027

Flourish Australia
BELIEVE all PEOPLE
deserve to live a
fulfilling life

Our purpose is to support people with lived experience, and their families and carers, to grow in their social citizenship through our innovative services and mental health sector leadership.

**This means
that by 2027
we will have...**

Embedded Lived Experience:



Ensured that people with lived experience contribute to the leadership and governance of the organisation, and that each individual's well-being and personal growth is prioritised.

Expanded Quality Services:



Delivered our expanded suite of co-designed, evidence-based mental health services that provide safe and empowering supports for people with lived experience of a mental health issue who require a complex network of supports across our locations.

Improved Performance:



Created tangible impact through evidence-based practice, and efficient and robust systems, processes and digital infrastructure.

Developed One Team:



Drawn on our organisational values to develop a workforce that is united, diverse and inspired.

Provided Thought Leadership:



In partnership with people with lived experience, their families and carers, championed positive system change that has helped transform the mental health system and sector.

Delivered Financial Sustainability:



Effectively utilised our resources from various sources to secure the future of the organisation.

With our work supported by...

Lived
Experience

Expanding
Quality
Services

Advocacy &
Leadership

Workforce
& Culture

Sustainability &
Resilience

Our strategy will focus on...

Performance

Partnership &
Collaboration

Digital Safety,
Literacy &
Transformation

Effective
Governance
& Impact
Measurement

Community
Awareness



Chapter 1



Panorama Magazine

The recovery stories in this report are a result of collaboration between each individual and the Panorama team. Panorama continues to grow, with subscribers up 16% from Australia, Canada and New Zealand our readership is now exceeding 35,000.[†]

To read more recovery stories from real people, scan the QR code to subscribe!



Community Businesses Open Day

To encourage people with lived experience to consider work, we held a very successful open day at our Marrickville Community Business site. It was a great opportunity for people to come and have a look at the site, and to consider what work opportunities there are available.



LIVED EXPERIENCE



Young People's Outreach Program Presentation

The YPOP Team in Kogarah presented to the board of South Eastern Sydney Local Health District, as part of the inaugural SESLHD Consumers and Partners Showcase.



First Nations Resources

With the assistance of our staff Yarn Up Group we brought together a range of endorsed resources to inform and assist with cultural responsive supports for people from First Nations Communities.



Let's Do Lunch

Our Mental Health Month online event key note speaker was Associate Professor Simon Rosenbaum from UNSW, who spoke on the positive impact of exercise on the lives of people with lived experience.

Progressing Our Professional Peer Work Practice Framework

“My support worker was extremely helpful as his personal experience with mental health issues was similar to my own which helped me to express how I was feeling at my worst.”

Person accessing Dubbo services

This year we continued our commitment to growing the sector’s largest peer workforce with the development of a Peer Work Practice Framework.

The need for a Peer Work Practice Framework was discussed within regional communities of practice and this year we have made great progress focused on equipping all Flourish Australia staff with access to Peer Work Practice knowledge through co-developed professional guidelines, practice models and supporting resources.

Introducing a professional framework reflects the substantial growth of our peer workforce since the 2014 ‘Why Not a Peer Worker’ strategy was launched. Our focus on peer work has evolved with greater emphasis on career pathways, training and supervision, pointing to the need to formalise a framework to describe what we believe is best practice and to promote consistency across the organisation. Creation of a Specialist Peer Worker role in 2021 provided possibilities for us to identify what the peer workforce needed in order to develop our approach – to start to explore specialisation in peer work, and educate team members who work alongside Peer Workers about what peer work is, what it achieves, and how its integration into team approaches can optimise outcomes for the people we support.

In line with our commitment to co-designed support services, the framework was informed by and formulated together using the expertise of frontline workers from sites across our service footprint. It has been developed alongside the roll-out and evaluation of the ‘Impactful & Practical Peer Work’ training course and ‘Professional Peer Supervision’ program, developed by the Specialist Peer Worker.

Our aim is to provide comprehensive information, practical guidelines and supporting resources to assist with ongoing training and development for Peer Workers, Peer Worker Supervisors, line managers and team members. We recognise that achieving success in this area requires careful planning and intentional effort; it doesn’t happen by chance.

Flourish Australia’s Peer Work Practice Framework covers:

- Definitions and descriptions of language and terms used within peer work practice.
- Practice models to demonstrate utilisation of lived experience and core values of peer work.
- Tools, resources and information for people in designated lived experience positions and non-designated positions, about a range of peer work practice and lived experience workforce topics.
- Identifying support and development initiatives for peer work across the organisation.

Workshops were held in November 2023 and March 2024, the latter focused as a 5-week Peer Work Practice Framework Working Group. Staff from across our lived experience workforce met online, representing a variety of service regions and services including Sydney, Goulburn, Seven Hills, Katoomba, Cranebrook, The Hunter, Greater Western Sydney, Hervey Bay, Tamworth, Penrith and Adelaide.

Participants were invited to openly share their ideas, challenges and perspectives to ensure the best possible content, presentation and roll-out of the Framework. In this way, we have been learning from each other, about our approach, and continue to consider where we can take things moving forward.

With thanks to our wonderful working group participants for their valued contribution

Participating

Andrew Povolny, Peer Worker, Kogarah (Sydney Region), **April White**, Peer Worker, Goulburn (Southern NSW), **Brad McCarthy**, Peer Worker, Seven Hills (Greater Western Sydney Region), **Cressida Barron**, Peer Worker, Katoomba (Greater Western Sydney Region), **Elizabeth Vassallo**, Peer Worker, Cranebrook (Far West NSW Region), **Glen Botfield**, Peer Worker, Tamworth (New England Region), **Tiarne Allen**, Peer Worker, Penrith

(Greater Western Sydney Region), **Mimi Ward**, Peer Worker, Goulburn (Southern NSW), **Branden Robbins**, Peer Worker, Cranebrook (Far West NSW), **Renee Harding**, Team Coordinator Peer Specialist, Wollongong (Southern NSW), **Amie Verrall**, Regional Manager (South Australia), **Christopher Grumley**, Specialist Peer Worker, People and Culture (Facilitator), **Ryan Williams**, Talent Acquisition Lead (Acting), People and Culture (Capturing Conversations)

Providing feedback

Fay Jackson, General Manager, Inclusion, **Billy Higgins**, Peer Worker, Thornton (Hunter Region), **Dean Janes**, Peer Worker, Seven Hills (Greater Western Sydney Region), **Amy Fraser**, Peer Worker, Cranebrook (Greater Western Sydney Region), **Britt Winstanley**, Peer Worker, Nowra (Southern NSW), **Bryhony Mate**, Peer Worker, Waratah (Hunter Region), **Penny Armstrong**, Peer Worker, Hervey Bay (Queensland Region)



36%

of our service
delivery team are
Peer Workers.

Peer work is integral to Flourish Australia's
identity, and the backbone of our
recovery focused support services.

Who We Support

At Flourish Australia we celebrate diversity. This data is an overview of the people we supported in the 2023/24 financial year.



11%

of people are Aboriginal or Torres Strait Islander



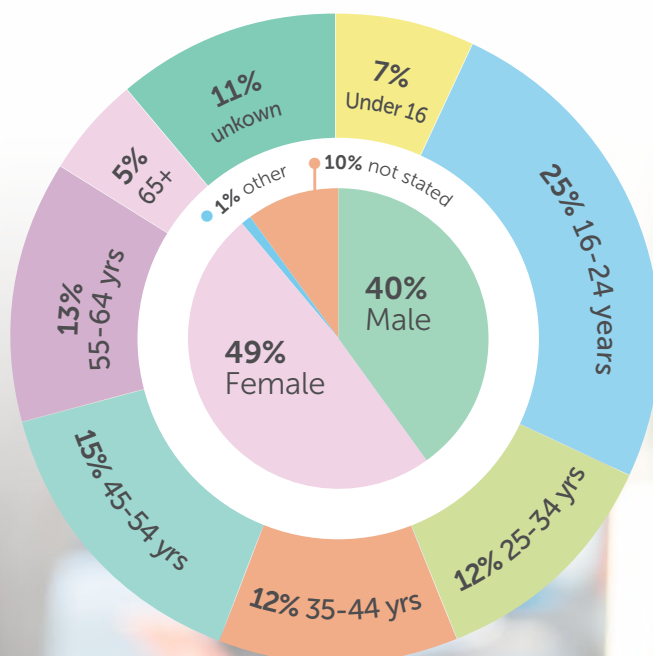
9%

of people identify as LGBTIQA+



10%

of people are Culturally and Linguistically Diverse





“ The Flourish Australia staff are very well trained & demonstrated great inclusive skills and engaged in regular conversations with me which showed they really cared about me as a person.”

Person who accesses Bathurst Service

8975 people¹

accessed Flourish Australia services in the 2023/24 financial year. During this time our services supported...

1388

people to find a home of their own



1199

people to test their eligibility for the NDIS



918

people to find employment that suits them



3679

people to make friends, get involved and learn new things



2140

people to access headspace services

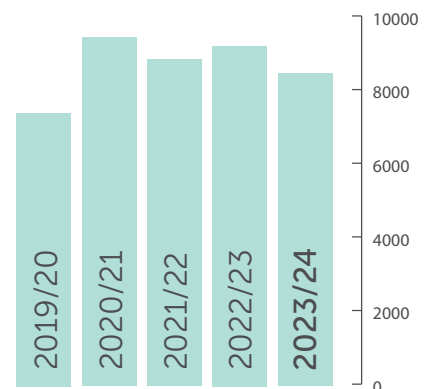


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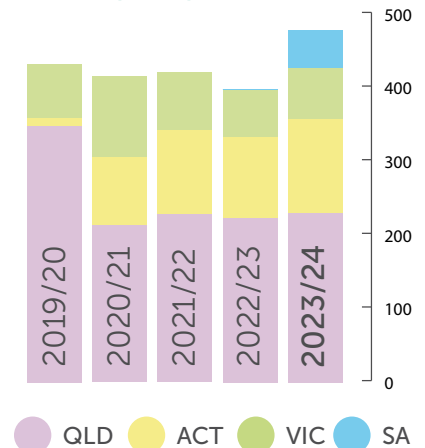
people to access clinical services



Number of people supported in **NSW**



Number of people supported in **QLD, ACT, VIC & SA**



1. Some people may access more than one service



“I always encourage people to hold onto hope
for themselves, no matter how hard it gets;
and I endeavor to live by this message myself.

Deb

Not so long ago, I went from being homeless to being a homeowner in just four years!

Deborah, Queanbeyan NSW

I am a Peer Worker at Flourish Australia's Queanbeyan service, and I use my own lived experience of mental health issues as part of the support I provide to the people who access our service.

I always encourage people to hold onto hope for themselves, no matter how hard it gets; and I endeavor to live by this message myself.

My homeless period followed a change of life circumstances, including a new job in a food hall. The money was nowhere near enough to cover my rent and as a result I ended up having to spend three months living in a women's shelter.

It was a deeply humbling experience to be working while still homeless. I lived under a strict nine o'clock curfew alongside other women, some of whom were fleeing domestic violence, some who had been involved in adult entertainment, and others who struggled with substance abuse.

During those three-months, I used my time wisely, saving up the money I needed to hire a truck so I could retrieve my belongings out of storage and eventually move it all to my sister's place in Canberra.

At first, my sister allowed me to stay board-free, then later for minimal board. This, along with my mother's constant support, gave me the

opportunity to keep on saving hard. Over four years I saved enough to put a deposit on a house of my own!

Living with a diagnosis of Bi-polar Disorder, I found it challenging to finish the many projects I started. Then a friend and I made a deal with one another: "If we start it, we will finish it!"

This mutual accountability allowed me to successfully complete a Diploma in Community Services.

It required discipline though: Every Saturday, with the help of my Aunty, I would lock myself away from 9AM to 9PM to get my written assignments finished.

I use prayer to maintain focus and stay on track. I have found a medication that helps stabilise my moods reducing the extreme highs and lows that come with my diagnosis. An important thing I will share with the people I support is "recognise what triggers your unwellness and have a plan of action for when it happens."

My strategy, which I often use, involves writing down my experiences and after doing that I realised something important: "There's a right audience and a right time for sharing your story." Don't feel discouraged if people are not immediately drawn to you.

Advocating for myself and others is important in navigating challenges like my recent house purchase. When the developer tried to raise the price up with excuses, my sister stepped in as a strong advocate. Inspired by her example I made some important phone calls that ultimately worked out in my favour. It's a reminder that with perseverance and advocacy, positive outcomes can be achieved even in challenging situations.

My Mum affectionately calls me "fierce and fabulous" though most of the time I have a sweet demeanor.

Currently I am tackling several exciting challenges. I am focused on managing my mortgage repayments effectively which is a step towards securing financial stability and future freedom. Alongside this, I find fulfillment in the people I support, walking alongside them through their own challenges and supporting them to achieve their goals. Adding to my sense of balance and joy, I make sure to participate in Swing Dancing every Thursday, which brings me both energy and a sense of community. These activities reflect my commitment to growth, resilience, and embracing life's opportunities with optimism.

Deb's story has been written in collaboration with Panorama.



92%

of respondents said their needs to improve their living condition was met by the support they received from Flourish Australia.*

“I get to use my lived experience in service of others in a way I never dreamt possible.”

Report from the Chair of Flourish Australia's

Community Advisory Council

Flourish Australia's Community Advisory Council has had an extremely productive year. We have led on, or been intrinsically involved in, the co-design of multiple aspects of Flourish Australia's services including service design, reviewing and developing policy, procedure, research and reporting, corporate documents, marketing materials and education and training.

Since its inception in 2015, the Community Advisory Council has grown and changed in many ways. From quarterly in-person meetings to now monthly online gatherings and an annual in-person meeting at Flourish Australia's Sydney Olympic Park Support Hub, the amount and breadth of work the Council has undertaken continues to grow. The monthly meetings have expanded from 3 to 4 hours to accommodate the growing need of Council contribution. This is testament to Flourish Australia's commitment to lived-experience expertise and leadership.

Now approaching a 10-year milestone, a review of the Community Advisory Council is exploring capacity for improving processes of the Council and ensuring its continuity and future success. We've all learnt a lot during the past decade. Longevity, sustainability, accessibility and productivity are key drivers to ensure

the Council maintains relevance and value in a changing recovery-oriented mental health landscape.

In August 2023, then Chair and Co-Chair Luke Wrightson and Penny Bartholomew represented Flourish Australia at the annual Mental Health Services (TheMHS) Conference in Adelaide. Luke and Penny's public participation is a key responsibility of the role of Council representatives. These experiences provide opportunity for personal growth, self-esteem and professional development. Not forgetting the considerable financial and resource investment this requires, public promotion of Flourish Australia's Community Advisory Council always raises great interest from other conference attendees across Australia, New Zealand and the World.

Every meeting of the Community Advisory Council now includes updates and contributions from members of Flourish Australia's Senior Leadership Team and Board of Directors, providing the Council with current information on projects, planning and other happenings from across the organisation. This connection from the highest levels of management affirms Flourish Australia's unwavering position of inclusion, transparency and shared decision-making.

The Community Advisory Council is contributing to Flourish Australia's major investment in its digital capacity, including the new electronic administration





system and the DRIV-R App, an important collaboration between Flourish Australia and The University of Sydney.

The Council are reviewing a range of programs and initiatives, namely the Head to Health program, Flourish Australia's Learning 2B learning and development suite of workshops, its front-line Connection Team processes and the all-important Warmline, providing safety and wellbeing to people as intermediate over-the-phone support.

Supported employment is of great interest to the Community Advisory Council. Recommendations from the Disability Royal Commission influence current conversations and continue to shine light on Flourish Australia's obligations to people with disability. This remains a focal-point and the Community Advisory Council continue to work closely with Flourish Australia management to ensure we not only meet our obligations but remain leaders in this space in Australia.

With their 2-year term of membership of the Council coming to an end for some of our group, the Community Advisory Council is currently recruiting new participants to continue its valuable work. Being a member and now Chair of the Council has been a very exciting opportunity for me to grow my communication and leadership skills, as well as increasing my participation in my local Flourish Australia service.

On behalf of the Community Advisory Council, I thank Flourish Australia for its genuine support and dedication to the Council. I, for one, am proud to be part of this important group and pledge my continuing contribution to representing and serving the people who access Flourish Australia services.

Karen Jurss
Council Chair, Hervey Bay, QLD.



**Council Chair
 Karen Jurss
 and Co-Chair
 Mozzey Wilkinson**



Chapter 2



New Partnership Survey

91%

of respondents told us that they use various supportive strategies to manage their mental health issues.*

We developed and launched a new partnership survey through which we sought feedback about our relationship with partner organisations and funders. We were delighted with the number of partners and funders who responded (n=25), and for their overall very positive feedback. We particularly thank those who responded for their feedback, and for identifying areas for improvement which we are currently addressing.



In the Loop

We relaunched our quality and continuous improvement newsletter, *In the Loop*. The newsletter summarises the insights gained from complaints, incidents, audits and evaluations to support the improvement of our services.



EXPANDING QUALITY SERVICES



Child Safety

Our commitment to children's and young person's safety in our services, saw us review and update our Statement of Commitment to Child Safety. We also finalised and published a new Children and Young People's Safety Wellbeing Policy.



Adelaide

We were successful in a tender for work in South Australia, and established a new service in Northern Adelaide. We are excited to be working directly with the South Australia Government, Northern Adelaide Local Health Network and local partners to deliver this service.



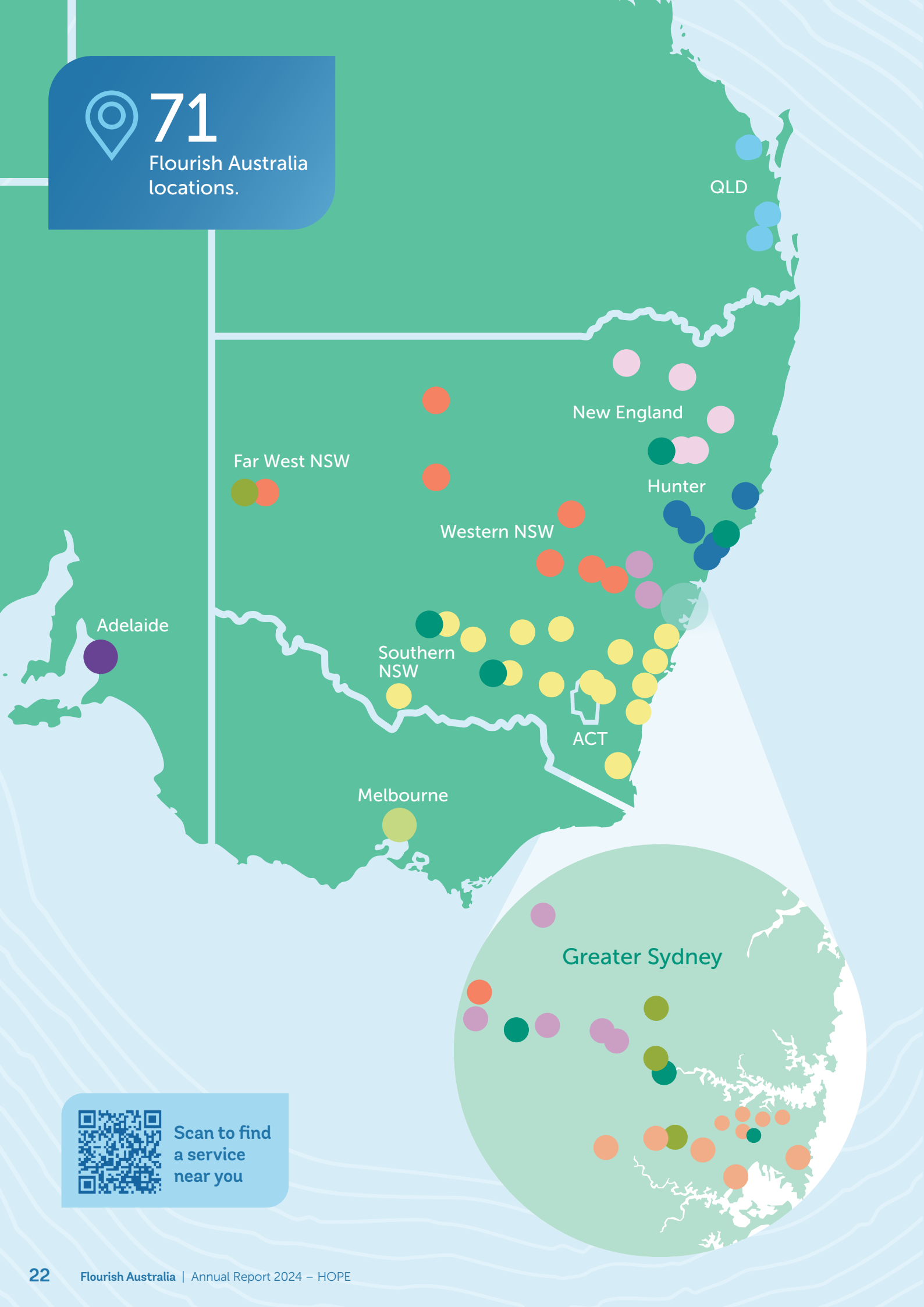
Connections team

The connections team received around 8,500 inquiries. Additionally, they reached out to 700 individuals living alone who hadn't been in recent contact, to check in and confirm they still had the necessary supports they needed.



71

Flourish Australia
locations.



Scan to find
a service
near you

Our Regional Managers

Our Regional Managers serve a vital role in achieving our vision, by overseeing the day-to-day leadership and management of operations within their region and motivating their teams, while seeking out sustainable partnerships, driving development, growth and continuous improvement of the services we provide across their region.



Amanda Baxter

Bachelor of Nursing, Graduate Certificate in Midwifery, Master of Midwifery, Master of Nursing Management, Graduate Certificate in Medical and Forensic Management of Adult Sexual Assault, Master of Forensic Medicine, Master of Counselling (in progress)

headspace

Bankstown, Broken Hill, Castle Hill, Paramatta



Laurence Gagnon

Master of Business Administration in Strategic Project Management (in progress), Grad Dip in Business Administration, Bachelor of Psychology (Sciences)

Sydney

Ashbury, Bankstown, Camperdown, Kogarah, Leichhardt, Liverpool, Maroubra, Marrickville, Surry Hills



Belinda Jenkins

Bachelor of Social Science Advanced Diploma in Community Sector Management, Diploma in Community Services

Greater Western Sydney

Blacktown, Katoomba, Lithgow, Penrith, Western Sydney, Windsor



Mat Kerr

Grad Cert Program in Client Assessment and Case Mgt (Men's Behaviour Change), Cert IV in Government Investigations, Cert IV in Training and Assessment, Cert IV in Frontline Management, Bachelor of Arts (Majors: Psychology and Sociology)

Victoria

Melbourne Metro
National COS Team (from Feb 24)



Sheree Masling

Bachelor Social Science, Diploma Community Service, Diploma MH AOD

Western/Far West NSW

Bathurst, Bourke, Cobar, Broken Hill, Dubbo, Orange, Parkes, Cranebrook

Resigned - September 2023



Trevor Matthews

Bachelor of Social Science

Queensland

Caboolture, Hervey Bay, Warana



Tina McGlenn

Bachelor in Social Science, Diploma in Leadership and Management, Diploma in Community Services

Greater Southern NSW

Batemans Bay, Bega, Canberra, Deniliquin, Goulburn, Griffith, Leeton, Nowra, Queanbeyan, Temora, Tumut, Ulladulla, Wagga Wagga, Wollongong, Young



Oliver Olds

Bachelor of Behavioural Science

New England NSW

Armidale, Inverell, Moree, Tamworth



Sue O'Rourke

Diploma of Leadership and Management, Cert IV Business Sales, Cert IV Community Services

Community Businesses

Harris Park, Marrickville, St Marys, Tamworth, Newcastle, Wagga Wagga, Griffith



Amie Verrall

Bachelor of Education, Cert IV in Disability, United Nations Diploma and Master of Business Administration

South Australia

Salisbury

*Acting: Andre Maddocks
March 2024- June 2024*



Tim Whyte

Bachelor of Nursing, Master of Business Administration

Hunter NSW

Maitland, Newcastle, Taree, Muswellbrook, Lake Macquarie

Operations Update

Every week we support thousands of people with complex mental health issues, and we do this with tremendous consideration, support, and skill. Also to support our work this year we have focused on a number of projects.

Service Framework

The Service Framework (sometimes called a Practice Framework) has been created to define the organisation's approach to service delivery. It outlines Flourish Australia's service philosophy, the governance structures underpinning our services, the available service offerings, and highlights workplace development initiatives and the purpose and culture of our organisation.

The Service Framework reflects that our organisational ethos informs and guides our governance structures which in turn influences our approach to service delivery. The framework has been informed by Flourish Australia's policies and procedures as well as external reports, findings and policy directives. The framework is supported by a Service Manual.

Service Manual

The Service Manual (sometimes called a Practice Manual) was developed to provide clarity on Flourish Australia's Service Pathway to ensure a shared understanding of the processes and expectations around service delivery. While there may be some localised variations of service practice depending upon program and funding considerations, the service pathway has been developed as a consolidated organisation-wide approach to psychosocial trauma-informed, recovery oriented service delivery.

The Service Manual highlights the service pathway with the recommended milestones and the expected quality standards for all psychosocial frontline service delivery.

The Service Manual covers the service pathway for people accessing our services, specifically covering referral, intake, outcome measures, individual recovery planning, supports, transitioning from supports and exit. Throughout the year, we have implemented training across all of our frontline teams and the Service Manual is an important initiative to ensure consistency of practice and high-quality supports across the organisation.

Employment

We know the benefits of employment on a person's mental health and recovery, and we support over 200 people in supported employment every year. Another key employment program is the work we do in Disability Employment Service (DES). We are a unique DES provider with our deep and extensive mental health experience. We utilise our culture of recovery and trauma informed practice to implement the DES program for people with complex mental health issues.

Over the last year, there have been a number of audits and site visits from the Department, and the feedback has been overwhelmingly positive. The Department commented on the positive culture of the DES teams at the various sites and, of course, the high-quality service. Every day this team supports people's recovery through employment.

Internal Audit

This year, we have focused on continuous learning and have improved our internal auditing functions. We're committed to regular reviews and audits, having

completed a safeguarding audit, record keeping review, complaints management audit, and started a Work, Health and Safety (WHS) audit. Our local file audit practices have significantly improved, allowing us to reflect on our support services and identify gaps. While audits may seem compliance-driven, we view them as essential to our quality improvement efforts, overseen by our Quality and Safeguarding Committee. The reviews highlight areas for improvement but generally show high-quality practice across teams. A summary report of findings is shared organisation-wide.

Accommodation Support

We support people in their own home in accommodation services. It is a privilege and a responsibility to support people in their home and daily living. This year the Quality and Clinical Lead completed a review of people's physical health needs and other safety needs, and as a result there has been increased health professional and clinical support, as well as additional staff training, on the physical health needs of the people we support.

Clinical Practice

Our clinical practice has been a significant focus of our work in the last six months. As part of this we reviewed and updated our clinical governance framework. This work was completed by the Quality and Clinical Lead and focused on improving our policies, procedures and training to align with best practice and with a greater focus on how we support non-clinical staff to support people with their clinical needs, such as medication.

Other service highlights:

Primary Care Psychiatry Liaison Service (PCPLS) is a service we operate in Western Sydney for the Primary Health Network (PHN). The objectives of the PCPLS program

“The team at Flourish Australia are very friendly and helpful. They encourage me to continue to achieve my goals.”
Person accessing Cranebrook services



are to support the management of patients of a GP Practice by:

- Building the capacity of GPs to provide mental health treatment to individuals experiencing co-existing physical and mental health issues;
- Increasing access to bulk billed psychiatric assessments and consultations
- Ensuring an open dialogue approach is used in all patient related contacts (i.e., collaborative decision-making process with GP, patients, carers and family members) within a case conference model; and
- Increasing service coordination and integration within under-served communities in Western Sydney.

A recent survey of the GPs accessing PCPLS delivered many positive results for the program. The PCPLS GP survey found that 100% of involved GPs reported they strongly agreed the PCPLS service has improved their skills in managing mental health issues in general practice.

75% of GPs reported the psychosocial support received as part of the PCPLS service was extremely effective in improving patient care and 25% reported it was very effective. Qualitative feedback received by a GP included 'extremely helpful service', 'the GP support given by the psychiatrist and support workers has positively impacted the patients. It's a very effective service'.

National Coordination of Support (COS) – NDIS team

It is evident across the sector that there are challenges with the financial model of NDIS Coordination of Support. The lack of indexation for the last three years has certainly played a role in adding to this challenge. To better support our teams and the operating model, we made the decision to create one national COS team. This means we have transitioned from multiple teams regionally based into one national team divided into three teams. The new approach has been a success, has improved quality, demonstrated financial sustainability and is a structure that supports staff with functional expertise.


Our net promoter score was
+63
which is considered
very good[#]

Partnership Survey Key achievements:



- The quality of our communication in facilitating effective outcomes for people who access the service
- Our focus on achieving the overall goals of the partnership
- Some regions identified areas for improvement, especially the understanding of our roles and responsibilities within the partnership, as well as addressing issues and concerns, and timeliness of responses.

We are committed to continuing our areas of strength and given we are a learning organisation, we will reflect upon and address the areas for improvement.



“Maintaining good physical health can support people to meet their recovery goals. This is why we are committed to investing in the co-development and evaluation of resources, tools and supports that will enable people to manage and maintain their physical health for overall wellbeing”.

Jade Ryall

Manager, BOTH Program

Ngunnawal Country

Outcomes & Improvement Research Summary

In 2023-2024, the Outcomes and Improvement (O&I) team had a busy year for research partnerships and projects, including commencing two Medical Research Future Fund (MRFF) projects with The University of Newcastle and The University of Sydney. These projects are focused on priority areas for service innovation, including a revised physical health care model and digitising our recovery measures. This year, the O&I team also partnered with Flinders University to develop an Evidence Guide for the organisation.

Research Advisory Committee

The O&I team continues to oversee coordination of Flourish Australia's Research Advisory Committee. This committee is comprised of members who currently access Flourish Australia services and who have an interest in research. The committee's core function is to guide the strategic direction of research and evaluation at the organisation, to ensure that the work is of greatest benefit to the people we support.

Key activities undertaken by the Research Advisory Committee in 2023-2024 included presenting at the 2023 TheMHS Conference, providing the sector with an overview of the benefits, challenges, and lessons learnt in setting up this type of committee in a Community Managed Organisation (CMO) setting. Other key committee activities included providing feedback on workshop content to The University of Newcastle research team, undertaking systematic review training, and participating in consultation meetings for the Evidence Guide project with Flinders University.

University of Sydney – DRIV-R Research Project

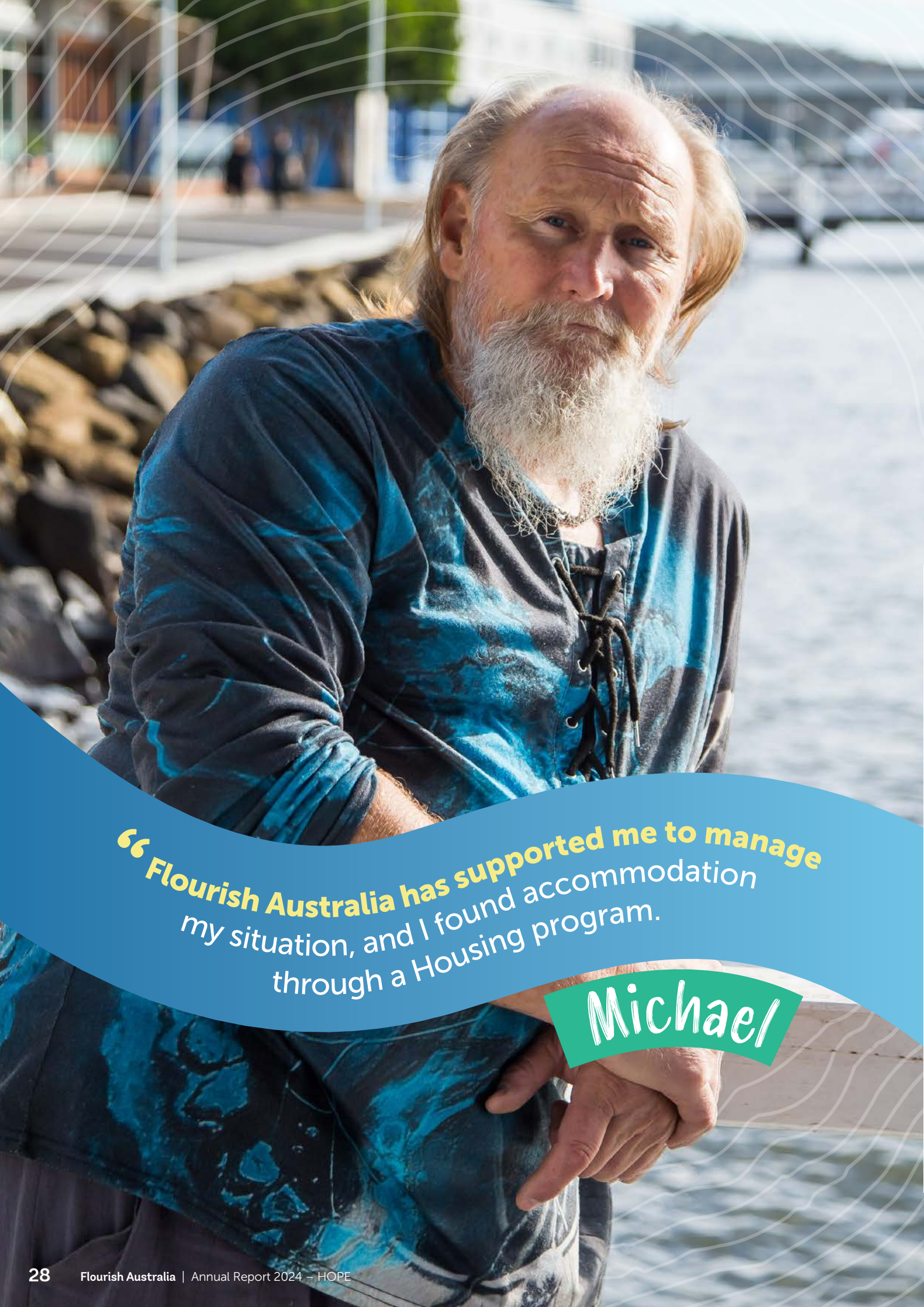
The Recovery Assessment Scale – Domains and Stages (RAS-DS) is a self-rated measure of mental health recovery, developed by Associate Professor Nicola Hancock and her team at The University of Sydney. The RAS-DS was developed to (1) provide a self-report, recovery-oriented outcome measure, and (2) provide a tool to enhance a person's control over their own recovery goals and plans. Nicola and her team, in partnership with Flourish Australia, Helen Glover and others, were successful in securing MRFF grant funding, to develop an app to support the already widely adopted RAS-DS tool. This 3-year project endeavours to co-design and trial a digitally enhanced version of the RAS-DS, together with Flourish Australia staff and people we support. The app will be known as 'DRIV-R' or DRIVing my own mental health Recovery.

The design phase of this research project was completed in late 2023. This phase involved a series of face-to-face co-design labs hosted at the University of Sydney's Design School Campus. Flourish Australia staff and people we support participated in the co-design labs, where collective discussions were had about their preferences and priorities for the DRIV-R app. Following this, separate user testing labs were hosted where a different group of staff and people we support further tested and refined outputs from the initial design labs. The research team has now moved into the recruitment phase of a randomised control trial. This trial aims to recruit 100 pairs (of staff and people accessing Flourish Australia services) and will evaluate the feasibility, usefulness, and impact of the DRIV-R app. By involving people Flourish Australia supports at all research phases, the final output of this research is expected to be acceptable and relevant to the people it is meant to serve.

Flinders University – Evidence Guide Project

In 2023, Associate Professor Helen McLaren and her team at Flinders University was commissioned by Flourish Australia to undertake the Evidence Guide Project. This project has involved conducting four systematic reviews, in collaboration with Flourish Australia research staff, on the latest evidence across the organisation's four streams of support. This includes (1) finding a home, (2) finding and keeping a job, (3) learning new things, and (4) making meaningful connections. The research team reviewed thousands of published studies from across the globe and synthesised findings related to what works best for supporting people with mental health issues. All four systematic reviews have now been finalised by the research team, and are currently under review for publication.

As part of this Evidence Guide project, our Research Advisory Committee members have been consulted in a series of discussions, to gain their perspectives on the acceptability and feasibility of the reviewed interventions and strategies, for people accessing Flourish Australia services. This is important as, ultimately, we want to be considering evidence that is of greatest benefit to the people we support. A synthesis of these consultation discussions, along with high-level lay summaries of each of the four reviews, will inform the Evidence Guide report. The final report will be critical for guiding Flourish Australia's ongoing, including informing evidence-based practice, delivery of services, and strategic developments into the future.



“Flourish Australia has supported me to manage my situation, and I found accommodation through a Housing program.

Michael

With the support from Flourish Australia, I was able to take control of the rudder again.

Michael, Batemans Bay NSW

I was living in a shabby old shed and had pretty much lost any sense of hope for the future. I pulled away from society and let both my physical and mental health slide. Then, with support from Flourish Australia, I was able to see what I had going for me and take control of the rudder again.

I consider myself quite lucky, you know. I've got four sons, and two of them I have brought up on my own since the ages of three and five.

My eldest son, Brendan passed away two years ago aged 31. He had been with the armed forces in Afghanistan but developed cancer. He passed away leaving two young children.

James is 29 and runs his own fencing business in Victoria.

Luke, who is 21, lives in Western Australia and is a boilermaker.

Jack, the youngest is 19 and lives with me in Batemans Bay. He has started his own online business trading cologne.

I used to coach kid's soccer. I played AFL and cricket myself, but I had to adapt because of my sons interest. It was a cool learning curve. I learned the tactics from another coach. Jack ended up playing representative soccer!

My kids are really good. They respect people and are polite. I have always told them "You get to choose what people think about you." I've got no complaints about them!

Flourish Australia has supported me in accessing medical services. This is important because I have two issues that need careful attention.

A few years ago, working up a ladder, I fell off and fractured a vertebra high up in the spine. Later I developed arthritis there. I also had a pulmonary embolism a few years ago which reduced my lung capacity nearly by half. I've got to keep exercising, but I also can't overdo it.

Another challenge I faced was that I began to find that the world seemed to be moving faster and becoming more complex. I struggled to keep up with the rapid changes and felt increasingly overwhelmed at the pace of which everything was moving.

In the 1970s when I was growing up, we had a bit more of a predictable ritual. It wasn't necessary for everyone in a household to have a job to make ends meet. Today, however everyone is working tirelessly just to get by, and no one is watching out for the kids. Everything is a game and feels like a constant struggle.

It always used to be easy for me, for anyone, to get a place to rent; but these days, you have to play the game, and play at the highest level! There came a point where I just felt I couldn't keep up, especially with rent skyrocketing .

Flourish Australia supported me to manage my situation, and I found accommodation through a housing program. Now I even have a garden I can spend time working and relaxing in.

I believe more people should learn how to cook for themselves because I believe it is cheaper and healthier. I love fishing with the Flourish Australia Batemans Bay Fishing Group. We go Bass fishing on the estuaries and beaches around Moruya, Tomakin and Narooma.

I have an old boat that I hope to restore and then get registered. My goal is to then take the people from my group at Flourish Australia out fishing in my boat. The support I've received from everyone has been unreal! I feel like I can really trust these people and it is clear that we are really all in this together, supporting each other every step of the way!

Michael's story has been written in collaboration with Panorama.



92%

of respondents indicated that they have meaningful relationships in their lives.*

Control Group vs PhysiCard Group

Compared to the control group (i.e., no PhysiCards), people in the intervention group who received the PhysiCards were more likely to identify:

**39%
vs 83%**



At least 1 physical health concern they want support for.

**36%
vs 70%**



At least one physical health concern not previously raised with a health professional.

**25%
vs 67%**



At least one Cardiovascular Disease concern they want support for.

**20%
vs 33%**



At least one Cardiovascular Disease concern not previously raised with a health professional.



**View
PhysiCards
Video**

PhysiCards Trial

The PhysiCards Trial has been an exciting project and research partnership between the University of Newcastle, Heart Foundation, and Flourish Australia. Its aim has been to test the feasibility and acceptability of the PhysiCards to support people to identify health issues to seek further information and support about, and for discussion with their GP and other health professionals.

Trialling and testing our supports demonstrates our commitment to continuous quality improvement and developing an evidence-base for the work we do. We are always focused on providing innovative, high quality and effective supports that will assist people to manage and maintain their physical health to support their recovery.

The full results of the PhysiCards randomised control trial are yet to be published, to the left is a sneak peak of what the data has revealed so far.

The trial also sought to understand the acceptability of the PhysiCards tool among people we support.

Acceptability of the PhysiCards was rated highly, with the majority of trial participants agreeing the PhysiCards: met with their approval (96.5%), were appealing (87.5%), were liked (91%), and were welcomed (89.3%).

In the intervention group, the PhysiCards most commonly sorted into Pile 1 were: 'my weight' (46% of participants), 'my diet and nutrition' (36%), 'my energy levels' (31%) and 'my sleeping' (31%).

But what did the people we support who were participants in the trial say about their experience of using the PhysiCards to review their health?

"Well, it's just it made me think of the things that I need to follow up that I'd forgotten about and how important things are that you do kind of put on the backburner. You go, I'll deal with that later. Then you go yeah, no, I really do need to get this checked or that checked or that sort of thing."

Participant 1

"The way the [Flourish Australia Support Worker] went about it made me able to bring up some subjects... and I sort of talked a little bit about some very personal things. Without the cards I probably wouldn't have at all."

Participant 2

We'll have more to say about an exciting MRFF funded research project in physical health next year, which is a partnership between the University of Newcastle and Flourish Australia.



Preventative Health Check-In Results

Over the year, 4,331 Preventative Health Conversations were held by 513 (86%) Flourish Australia support workers with 2,725 people who access Flourish Australia supports.

We have introduced monthly Back On Track Health (BOTH) training for staff, delivered online. This training brings together staff from across regions, sites and programs to learn about the relationship between physical health, mental health and recovery and ways they can support people to manage and maintain their physical health utilising the BOTH resources and tools.

In the last financial year, 85% of our frontline workers held Preventative Health Check-in (PHC-I) conversations with people they are supporting. These conversations encourage discussion and reflections on engaging in preventative health activities which may support people to reduce the risk of chronic disease and keep their health on track.

88%



of people who completed the Preventative Health Check-in reported they have a Doctor they can talk to about their physical health.

The top 3 physical activities people enjoy are:

- Walking
- Going to the gym
- Gardening



This financial year we continued to see the PHC-I conversation being offered for the first time with participants (Initial PHC-I completed) and these conversations continuing every 6 months. 36% of the PHC-I conversations involved ongoing reviews, highlighting staff's commitment to helping those they support to regularly assess their health needs and stay on track with their health.

Increasing engagement with primary health care services is also a focus of the BOTH Program. In the last financial year, 88% of people who completed the Preventative Health Check-in also reported that they have a Doctor they can talk to about their physical health, representing an increase from last years reported engagement with Doctors. Just over 30% of (n = 850) participants who completed a PHC-I also reported that Flourish Australia had supported them to connect with a Doctor they can talk to about their physical health.

Our Surry Hills, Wollongong and Newcastle sites continue to provide onsite access to well-equipped gyms at Flourish Australia sites and walking groups continue to feature in many of our group activity programs!



Chapter 3



Mental Health Commission of NSW

Our CEO, Mark Orr AM, was appointed Chair of the Mental Health Commission of NSW Advisory Council by the NSW Minister for Mental Health, the Hon Rose Jackson MP.



Benchmarking

We completed the StewartBrown Disability Service Provider Benchmarking and Ability Roundtable Benchmarking Programs. These programs benchmark our performance against other NDIS providers.

88%

of respondents
feel a sense of
pride working for
Flourish Australia. #



ADVOCACY AND LEADERSHIP



AICD Not for Profit Governance Principles

We provided a case study for the new edition of these principles, focused on Principle 6 – Stakeholders, showcasing the work of our Community Advisory Council.



Taiwan Delegation

We met with a delegation from Taiwan, led by Professor Hui-Ching Wu from National Taiwan University, who were interested in mental health peer work, and shared Flourish Australia's approach and leadership in this area.



NSW Inquiry Submission

We made a submission to the NSW Legislative Council's Inquiry into "Equity, accessibility and appropriate delivery of outpatient and community mental health care in New South Wales".

Philanthropy Overview

It has been a busy 12 months for our fundraising team, and thanks to the generosity and tireless support of many connected to our Flourish Australia family, the outcomes of our efforts are encouraging. Together with our donors and partners we have achieved some important fundraising goals this financial year. The following report highlights our accomplishments and ongoing initiatives which are compliant with Flourish Australia's fundraising policy and fundraising regulations.

Awareness of, and interest in, partnering with Flourish Australia has grown because of our pro-active marketing and networking efforts this financial year.

This included attaining our **\$20,000** target toward the vital work Flourish Australia's Women & Children's Program does to support mums with complex mental health and their children. Our social media campaign generated strong awareness, including inspiring one donor to contribute proceeds from a yoga conference she held in Western Sydney.



We were also connected by a supporter with a Board member for Airbnb who has put our Women & Children's Program forward for their ongoing Grants and Partnerships Program.

Tax Time Campaign

We tailored our tax time appeal around the recovery story of Helena who emerged from our Women & Children's Program as a powerful advocate for breaking the cycle of family violence.

This year we utilised internal resources to create an all-digital appeal. We received a positive return on investment on the appeal, and reached our fundraising goal, we also achieved a high level of engagement across our social media platforms.

197,173
Social Media
Impressions



4.4k
Facebook
Likes



Find out more about
Flourish Australia's
Women & Children's
Program



Our Foundation Committee Members

Professor Elizabeth More AM, MAICD, Chair
Dr Marianne Broadbent
Hugh de Kretser
Peter Leunig
Mark Orr AM, CEO
Alison Ray
Scientia Associate Professor Simon Rosenbaum
Rachel Slade
Dr Philip Wing

Our Foundation Ambassadors

Herb Elliot AC MBE
John Brogden AM
Pippa Hallas
Sam Lane
Stuart Lloyd-Hurwitz
Luc Longley AM
Janet Meagher AM
Peter Robinson
Dr Jonathon Welch AM

We thank the Committee Members and Ambassadors for volunteering their time and expertise.



Philanthropic Funding:

- Euromonitor
- Synergie Skin
- Individual donors

Expansion Proposal

We are keen to expand the great work of the Women & Children's Program, looking to grow the available accommodation, which is currently limited to six cottages with 24/7 support.

Currently, we are only able to say yes to one in every seven mums who reach out to us for help. So that we can say yes to more of the 30+ families on our waitlist for access to this program, our vision is to raise \$8.5 million toward construction of an additional site that would double our current capacity. The proposed expansion model would double our intake capacity and require the acquisition of suitable land, as well as construction of the accommodation.

Benefits to the community of expanding this program are substantial. For every woman who gains access to this program, 1.5 children's lives are changed and offering support to 18 mums could positively impact as many as 27 children.



\$62K
Total Fundraising Revenue



In-kind support:
Google Grants
\$56k



Flourish Foundation

We are extremely grateful for the dedication and contribution of our Flourish Foundation Committee Members. We thank Dr Marianne Broadbent and Hugh de Kretser, who both stepped down from the Foundation to focus on other professional commitments, for their commitment of time, networks and ideas for our work. With their departure, we are seeking new Foundation Committee Members.

We are also very thankful for the work of our Ambassadors, and this year welcomed Stuart Lloyd-Hurwitz as a new Ambassador. Ambassadors have been active in promoting Flourish Australia in their networks, making important introductions for us to philanthropic foundations and supporters, and donating time and other resources to our work.

Putting Effort into our Production

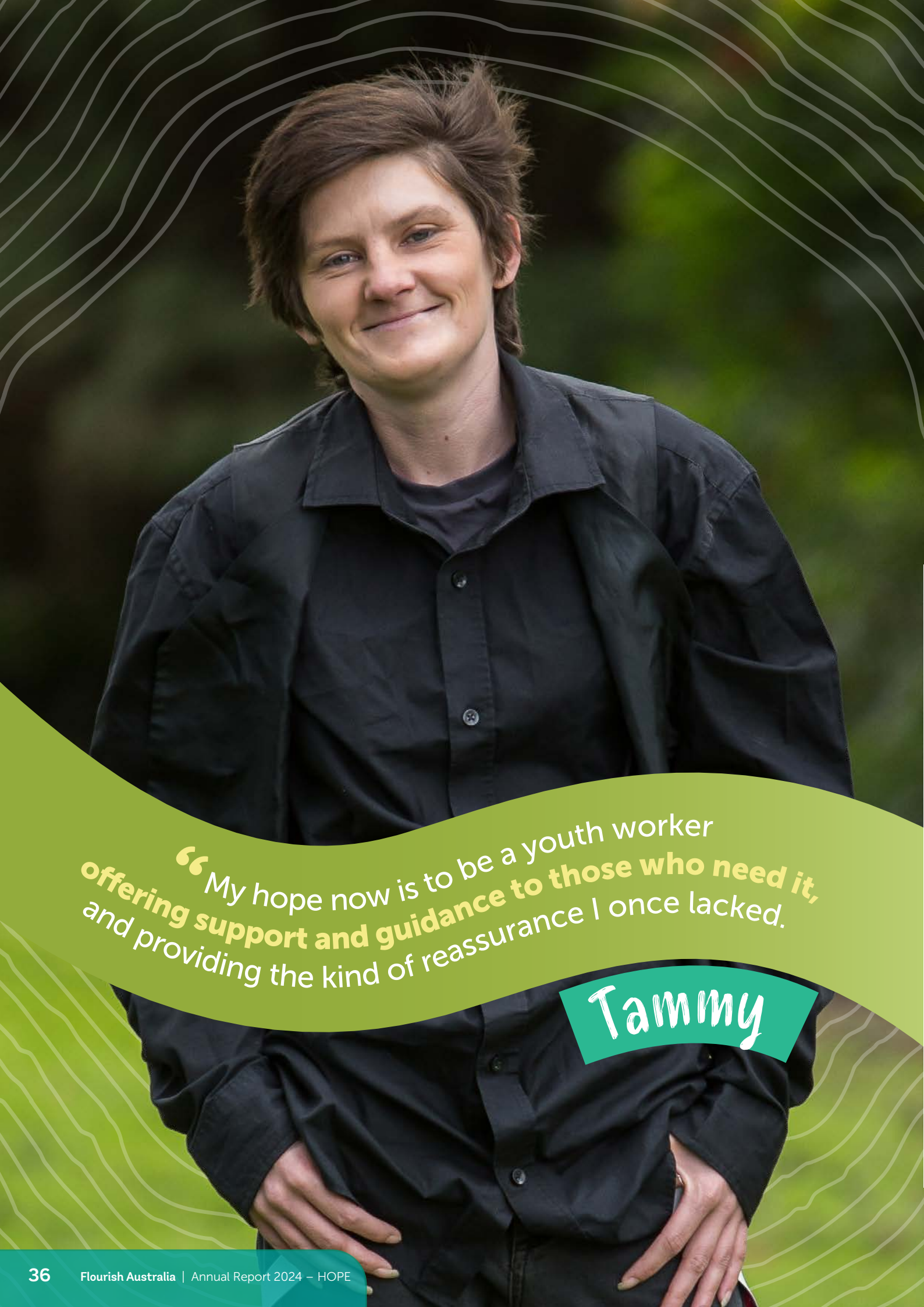
This year we launched a new online giving site that improved the user experience for donors, making it easier than ever for them to get involved.

A video that offers insight to our Women & Children's Program was produced and placed on Raisley and our YouTube channel, to inspire participation in making donations and it has significantly boosted engagement.

Inspiring stories of lived experience have been regularly sourced to continuously refresh our online presence, highlighting the positive experience of Donors, and people whose lives have been changed because of their generosity. Everyone interviewed has been extremely appreciative of the opportunity to share their story and very personal connection with Flourish Australia.

We are licensed to raise charitable funds as an ACNC Registered Charity. The Charitable Fundraising Act 1991 (NSW) and the Collections Act 1966 (Qld).

Our fundraising capabilities are currently being developed and are not material to financial results at this time.



“My hope now is to be a youth worker offering **support and guidance to those who need it**, and providing the kind of reassurance I once lacked.

Tammy

I have met people who I can rely on, I am learning to trust.

Tammy, Seven Hills NSW

When the people at Flourish Australia's Seven Hills service suggested that I attend some of their group activities, I felt apprehensive. Up until that time I had only really had one-to-one sessions with a support worker in person. The thought of going to a group and socialising with others made me pretty anxious, like I had to be on guard and super careful. So, I had to be 'gently nudged' to make myself go along. I agreed because I believed it would be beneficial for me.

The reason I have felt so much anxiety and depression has to do with childhood trauma. I was taken away from home and sent to a foster family, and I didn't have the best experience. From the age of 15 I started living in refuges. I still struggle: we ALL do. But I have been doing therapy to allow me to deal with anger and self-hate and other issues. Over the past two years or so I have enjoyed therapy because it allows me to express feelings I could not otherwise express.

Now I go to the group activities because I genuinely enjoy them and look forward to each session!

There is a great diverse mix of people in our art group for example. People of different ages, different backgrounds, men and

women. The older people are cool because I guess they have had more experience and they can give me advice. They're all really nice. Sometimes we are so engrossed in our conversations, we don't stop talking.

Our Art Group is at St Clements Church at Lalor Park. Another group is mindfulness and meditation at the Seven Hills office. Plus, we have a movie group every once in a while.

The groups have up to about ten people and I am so glad that I take part. It is much better than hanging around at home because in the groups I feel enjoyment!

When I feel overwhelmed, I know there are things I can do to help myself. I can disengage from the situation, practice mindfulness, go for a bush walk, listen to music or just hang out. Now that I am better at relating to people and better with feelings and emotions I feel like I'm part of civilisation!

I call it learning how to be an adult.

One thing I always found hard growing up was the way people come and go. It was especially tough when people seemed to disappear when things got difficult. I really needed to have people who

could stick by me through both good times and bad times.

When people are not there for you, how can you learn to trust people? Now, through Flourish Australia, I have met people who I can rely on, I am learning to trust. I have begun to think 'it's OK to trust people; it's OK to let people in!'

Another thing that is making a difference for me is the medication I am now on. It seems to be working well for me.

Now that I am learning to be an adult, I've realised that I would like to make a difference by helping other people who might find themselves in similar situations to mine. My hope now is to be a youth worker, offering support and guidance to those who need it, and providing the kind of reassurance I once lacked: there are better paths to follow, and support available! I am grateful to Flourish Australia and to all the support workers and others who have helped me along the way. With their support as my inspiration, I hope to give back and maybe I can return the favour to others!

Tammy's story has been written in collaboration with Panorama.



95%

of respondents said that they participate in activities they enjoy with support from Flourish Australia.*

Governance

Flourish Australia 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 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 Flourish Australia by ensuring that there is a proper Governance Framework in place to promote and maintain the services provided. Directors 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 Flourish Australia, for the implementation of the strategic direction set by the Board and the effective performance of the organisation.

Flourish Australia's Board currently comprises ten members, all of whom are non-executive Directors.

The Board renews its membership in a progressive and orderly manner. Directors are elected or appointed for three-year terms. Staff members of Flourish Australia are not permitted to be a Director.

The Board of Flourish Australia has established six 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. These are ratified by the full Board.

The six standing committees are:

Finance, Audit & Risk Management 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 financial

and commercial management and reporting, investment and borrowing policy, management and endorsement of the annual budget and underlying assumptions, risk management, external and internal audit, and internal control functions. Major investments and capital purchases are referred to this Committee for review prior to approval by the Board.

Digital Capability Committee

This Committee is responsible for supporting the development of the organisation's digital capabilities focused on both corporate functions and service delivery. This includes developing a digital culture, digital skills, cyber security and resilience, and access to the right technology by staff and people accessing supports.

Service Quality & Safety 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 safeguarding, 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 and clinical programs and services, overseeing the management of service delivery risks, advising the Board on services, receiving reports from the Senior Independent Advocate, and reporting on these to the Board.

Nominations Committee

The Nominations Committee has been tasked to identify, renew and propose to the Board candidates for appointment as a Director of Flourish Australia. The Committee meets as needed.

Flourish Foundation Australia Committee

This Committee is responsible for providing guidance and oversight to Flourish Australia's philanthropic and charitable fundraising, ensuring compliance with charitable fundraising legislation and requirements, raising our National profile, together with enabling us to undertake research and undertake innovative service development. The majority of Committee members are from the community.

Remuneration Committee

The Remuneration Committee is tasked with the oversight of the organisation's employment, rewards and recognition arrangements to ensure Flourish Australia is an attractive place to work, and that we continue to support the Flourish Australia team to feel valued and to deliver high quality, recovery-oriented, trauma informed supports.

Performance Review

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 Directors' contribution to the ongoing performance and strategic direction of Flourish Australia.

Annual General Meetings

Flourish Australia respects and values our Members. Our Annual General Meeting provides an opportunity for Members and other stakeholders to meet with and ask questions of the Board regarding the leadership and management of Flourish Australia.

Director Remuneration Committee

The Members have established a Director Remuneration Committee to independently make decisions about remuneration and other related benefits of the Directors. This is to ensure strict compliance with our Conflicts of Interest policy and the NSW Charitable Fundraising Authority (CFN:12259). This Committee consists of three Members who volunteer their time.

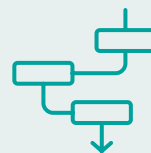


Chapter 4



Organisational Review

This year to assist with ensuring our efficiency and effectiveness, we reviewed the operations of our Support Hub and our management structure. The recommendations from this review are currently under consideration.



Change Management

We increased our focus on change management this year, knowing the significant amount of change being managed or about to be required. We focused on building the capabilities of organisational leaders to plan, lead and govern change.

93%

of respondents reported that they enjoy the type of work they do.[#]



WORKFORCE AND CULTURE



Rainbow Network

Flourish Australia's Rainbow Network demonstrates our commitment to diversity and inclusion; the essence being connection, sharing and visibility. As a volunteer group, it is open to all staff and has a current membership of 70. Our virtual meetings throughout the year enable broad participation, are informal by nature and included invited guest speakers Alissar Chediack, Tidge Backhouse, Rebell Barnes and Robyn Kennedy.



Nourish to Flourish

We ran another Nourish to Flourish Move our Mood competition to encourage team member health and wellbeing, team work, and to add some fun to the working day. As part of the competition, each team chooses a creative name. The top three step groups were: Park Strollers, Blister Sisters and Windsor Whitewalkers.

94%

of respondents report a strong connection with the purpose and values of Flourish Australia.[#]



“The future is bright with possibilities ahead.
I hold onto my lofty dreams of making a positive
impact and contributing to the world.

Kelly

Hope is being able to see there is light despite all the darkness.

Kelly, Surry Hills NSW

My miracle was finding in Flourish Australia, a safe place to be seen, to be valued and to be supported. This is the true definition of a supportive community!

I had always felt alone and fearful of life since my earliest memories. I was adopted, never held by my birth mother, and grew up in a family struggling to cope with alcoholism and just making ends meet.

I was a gifted child, full of wild hopes and dreams of becoming someone who would impact the world in a positive way. By the time I had turned two I could already read, and was able to do algebra before I started my first year at school. I had a natural talent for the arts and was a born performer. One could say I had too many gifts, so maintaining focus early on clearly was an issue. I battled feelings of loneliness, worthlessness and depression. The pain and fear of just existing contributed to the development of an eating disorder and alcohol use.

In the workplace, I have valuable strengths: strategic thinking, effective communicating, writing, collaborative teamwork, being diligent and I have a solution-oriented mindset. It gives me a deep sense of satisfaction to do things that uplift others through my work. Yet I was deeply scared I would be seen as defective, forgetful, clumsy, disorganised and crippled by procrastination. I faced some

criticism from employers, some just let me go.

To say I wasn't cut out for the corporate world seemed an understatement. Yet I had many successes in a wide variety of roles: designing flowers for the Queen's birthday, managing the marketing for The Americas Cup, practicing remedial massage at London Fashion Week and working at elite levels in the event industry on an international stage. Yet, I just could not get any sense of stability and safety in my life.

I was blessed to have a son but as a single mother for most of his life, and unable to get any sense of stability for myself, the responsibility of motherhood was sometimes overwhelming.

After major surgery, I found myself on a difficult healing journey. I just couldn't get back on track. I faced possible eviction and seemed to lack employment prospects. Then I found Flourish Australia's Disability Employment Service (DES).

Felino, my Employment coordinator, showed incredible compassion and made the overwhelming task of returning to work seem possible and he supported me across each hurdle: from doing my CV to job training. Eventually I secured some casual work with a company that carries out cleaning for elderly householders. This role gave me

a renewed sense of purpose and value. My bright, breezy personality uplifted their day which was immensely rewarding.

At Flourish Australia's Buckingham House, I received valuable support in developing 'life admin skills' and I began achieving some major tasks that I had not been able to face on my own.

I enjoyed popping in to Buckingham House to engage in some art, share a meal and a laugh, or maybe go on an outing. Gradually I began to feel like myself again, embracing a sense of normalcy and personal fulfillment.

Flourish Australia's non-judgemental approach and the way they concentrated on my strengths really empowered me to begin taking action on my own.

The future is bright with possibilities ahead. I hold onto my lofty dreams of making a positive impact and contributing to the world. I hope for a future filled with steady work and financial stability. I am determined to return to studying in the field of trauma, aspiring to support fellow adoptees and relinquished children on their journey toward healing. With hope and perseverance, I see a path forward where I can fulfill these aspirations and make a meaningful difference in the lives of others.

Kelly's story has been written in collaboration with Panorama.



71%

of respondents said they achieved their employment, training and/or education goals with support from Flourish Australia.*

People & Culture

Learning & Development Team

The Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability pinpointed staff training as an important area for organisations to address. It noted that it was one thing to train staff, but stressed that more is needed to ensure that the training provided to people is embedded in everyday practice.

An evaluation of Flourish Australia's Learning & Development (L&D) function for the Board Service Quality and Safety Committee in October 2023 indicated that our growth as an organisation had outpaced the effectiveness of our L&D strategies, hampering strategic L&D initiatives. As a result, we reshaped our People & Culture team to better meet our expanding needs.



17,732 hours
of L&D training
was delivered

8,590 hours
delivered online
9,142 hours
delivered face
to face

The revision of the P&C team led to the creation of a new L&D team, dedicated to ensuring a skilled workforce capable of providing quality, safe services. This team includes three new positions: Learning and Development Manager, Training Specialist, and Learning and Development Officer.

The new Learning and Development Manager, Elaine Krek, oversees the team, ensuring ongoing skill development across the organisation. Elaine plays a vital role in leading Flourish Australia's learning activities and providing a dynamic and effective L&D service at every organisational level.

The Training Specialist develops comprehensive training including face-to-face sessions, virtual meetings, webinars, and eLearning, aligned with the organisation's strategic goals and Capability Framework.

The Learning and Development Officer aids the team by providing efficient learning activities, developing digital training content, pinpointing training requirements, and facilitating necessary support for training within the business.

The Learning and Development area has already yielded results. As a result of their work, we have prepared a new strategic plan for Learning and Development, and the preliminary feedback from staff and managers has been favourable. We are excited to see the strategic L&D plan approved and rolling out into 2024-25.

Community Leadership Program

In 2023, we started a new Community Leadership Program in collaboration with the Centre for Community Welfare Training (CCWT). The Community Leadership Program (CLP) is an immersive journey that challenges, supports, and empowers the future leaders of Flourish Australia. Throughout the program, organisational leaders participate in hands-on learning, gaining valuable knowledge and creating relationships and experiences that will influence their leadership journey for years to come.

Leaders:

- Discover their own leadership style, practices, and behaviours
- Learn about adaptive leadership
- Enhance their ability to manage and implement change
- Learn how to coach for performance

Leaders also do a workplace project to help apply their leadership skills in practice.

We are excited to work with the 2024 cohort as they develop their Leadership skills and make a positive impact in their workplaces.

Participant and manager feedback from the CLP was very positive:

"I feel more confident about my decision making."

"I have grown as a Leader not just a manager."



The Flourishing Awards

The annual Flourishing Awards recognise outstanding achievement for individuals and teams. The 2023 nominees represent excellence in support, contribution and commitment.

Announced by CEO Mark Orr AM and presented by Chair Professor Elizabeth More AM, the 2023 Employee of the Year was Doris Kluge, Senior Advisor People and Culture, Sydney Olympic Park.

The 2023 Team of the Year was Caboolture/Warana NDIS Team, consisting of Colleen Godfrey, Ellora McGregor, Joel Reed, Lauren Swan, Maddie Rusconi, Meredith Austin, Steve Neville and Trevor Joyce.

The celebration included recognition of 33 recipients of long service achievements of 10, 15, 20 and 25 years.

ABOVE: Team of the Year: Caboolture/Warana, QLD NDIS team

Who we are

Flourish Australia is proud of the diversity amongst our **834** team members.



Thank you to the
36 student volunteers
who undertook their
placements with us



16%

of our team identify as
LGBTIQ+



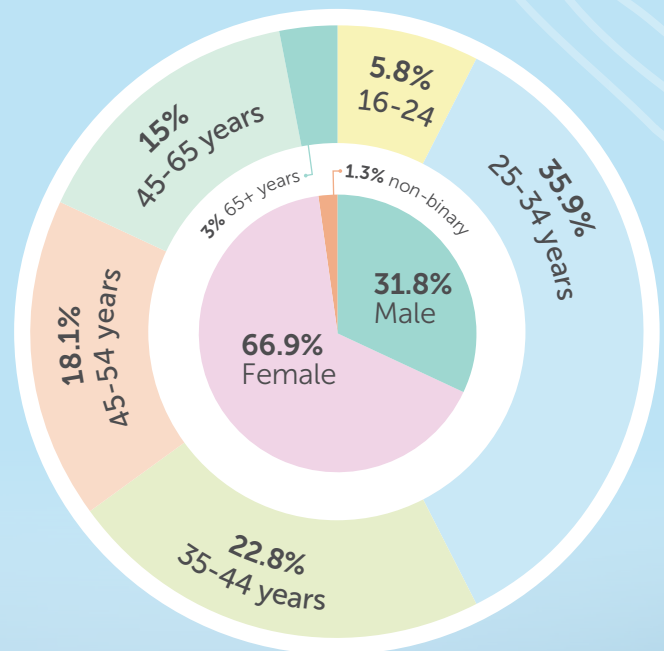
5%

of our team are Aboriginal
or Torres Strait Islander



22%

of our team are Culturally
& Linguistically Diverse



Flourish Australia
received an
**employee net
promoter** score of
+24[#]



55%

of our team have
lived experience



83 out of 128

complaints were **resolved**
within 28 days
with a median resolution
time of 20 days



Broken Hill Team

Flourish Australia's Board



Professor Elizabeth More AM
Board Chair

BA(Hons), Grad Dip Mgt, M Comm Law, PhD, MAICD
Appointed December 2015
Flourish Foundation Australia Committee *Chair*
Remuneration Committee
Finance, Audit & Risk Management Committee
Service Quality & Safety Committee



Andrew Pryor
Treasurer

BComm, FCA, GAICD
Appointed February 2019
Finance, Audit & Risk Management Committee *Chair*
Remuneration Committee
Digital Capability Committee



Dr Josey Anderson

BA, BMed(Hons), M Med, M Health Law, Cert Child Adol Psych, FRANZCP
Appointed August 2015
Service Quality & Safety Committee



Tom Brideson

Dip Hlth Sci (Mental Health), BA (Welfare Studies) (Part), M App Epi (Indigenous Health)
Appointed November 2022
Service Quality & Safety Committee



Hugh de Kretser

LLB, BA, Admitted as a Barrister and Solicitor (Victoria)
Appointed April 2022
Flourish Foundation Australia Committee



Theresa Effeney

BA (HR Mgt and Policy Studies)
Appointed November 2022
Remuneration Committee *Chair*
Finance, Audit & Risk Management Committee



Paula Hanlon

BA
Appointed August 2015
Service Quality & Safety Committee *Chair*



Megan Still

B App Sci, M App Sci (Research)
Appointed November 2022
Service Quality & Safety Committee



Kareem Tawansi

BA (Psych, Comp Sci), GAICD
Appointed January 2023
Digital Capability Committee *Chair*



Jeremy Thorpe

BEd, LLB (Hons)
Appointed August 2015
Finance, Audit & Risk Management Committee



Fiona Justin

B.App.Sci, LLB, Grad Dip Int. Relations, GAICD
Legal Counsel & Company Secretary

Find out
more about
our Board



Senior Leadership Team

The Chief Executive Officer and Senior Leadership Team are responsible for the daily operations and administration of Flourish Australia.



Mark Orr AM

Chief Executive Officer

BSc (Hons), MHLth Serv Mgt, Me-Hlth (HI), Grad Dip Spec Ed, Grad Dip ACG, Grad Cert App Fin and Invest, GAICD, FGIA, FCG(CS), MAAPi, Registered Psychologist



Mohammed Alkhub

General Manager, Business Excellence

BSc, Eng (Hons), MEng, Master of Business Administration, MLaw, JP



Aidan Conway

General Manager, Services

Master of Business Administration



Tim Fong

General Manager, People and Culture

BSc(Psych), MAppPsych, Registered Psychologist



Megan Hancock

Chief Financial Officer

CA, BBus, Grad Dip App Fin and Invest, GAICD



James Herbertson

General Manager, Services

Master of Business Administration



Fay Jackson

General Manager, Inclusion

BCrea Vis Arts, Dip Ed



Susan McCarthy

Chief Operating Officer

BSc (Nutrition and Physiology), MPH, GAICD



Peter Neilson

Chief Development Officer

BComm, CPA, Master of Business Administration, MAICD



Andrew O'Brien

General Manager, Services

BEd (Econ & Geog), Dip Comm Mgt, MAICD



Julie Fraser

Manager, Administration and EA to CEO

BA in Professional Writing

Find out more about our SLT





Chapter 5

93%

of respondents said they are currently maintaining a good physical and mental wellbeing.*



Australasian Reporting Awards

Our 2023 Annual Report was awarded a silver award in the annual Australasian Reporting Awards. The entire annual report is benchmarked against the ARA Criteria. This award recognises our commitment to accountability by reporting our performance publicly.



Reporting to Police Policy

We developed a policy to provide guidance to staff about when it was mandatory to report matters to the police. This was accompanied by decision making trees to help with the application of the policy.



Sustainability and Resilience



Internal Audit

We completed independent internal audits on safeguarding, complaints management and record keeping. These audits reported very positively about our practice, and provided recommendations for improvement which are currently being pursued.



Board Discussions

Our board held strategic discussions about working with families and carers, the safety of children and young people, digital/ cyber governance, and the Support Hub and Management Review.



Standards Audit

Our Women and Children's Program and New England Regional Sustainable Housing (RSH) Program passed the Australian Service Excellence Standards audits without any non-conformance or recommendations for continuous improvements.



“Teams are about trust and when you come to **trust people it gives you a sense of hope** that you will be successful in the future.

Mark

I have undergone significant growth as a person, I have developed more confidence in myself.

Mark, St Marys NSW

Throughout my time with Flourish Australia as a supported employee within their community businesses, I have undergone significant growth as a person. One of the main ways I have grown is that I have developed more confidence in myself. I have also seen my colleagues at Flourish Australia's community business at St Marys, develop greater confidence empowering them to move into mainstream employment.

I am part of a team with around four or five people. Our roles include mowing lawns, operating leaf blowers and doing the weeding in the gardens of private houses. I have also worked on the grounds of ambulance stations. Best of all, I have worked in the areas around dams like Cataract, Woronora and Nepean, which are really great spots!

Being a keen cricketer, I have played for several grade teams both in New South Wales and Western Australia. Cricket is a good way to be a part of the community. I guess you could say I am a medium pace bowler who likes to play fine-leg and

mid-off in the field. I enjoy being part of a team in cricket just as much as I do working alongside my colleagues here. It has really helped me build the confidence I need.

Last season, I had a quadricep injury when I ran hard to take a second run. I just felt it go 'pop!' Fortunately, I have a good physiotherapist and I exercise my upper leg every day so that it is slowly on the mend. I want to show my resilience and get back to cricket next season.

I've been with the Rooty Hill RSL team since 2009, and this is their 60th season so I really want to play a few more seasons with them if I can.

Teams are about trust and when you come to trust people it gives you a sense of hope that you will be successful in the future. This is because you know you can rely on people to be there for you - and they can rely on you, too. Confidence is a sense of assurance that you can achieve what you aim for. It is something that grows from trust and hope.

I took my very first overseas trip in April 2024, a cruise stopping at Tauranga, Napier, Auckland and Bay of Islands in New Zealand. I got a quote from an agent, and it took me 18 months to pay it off, but it was great! Another sport I do is tenpin bowling. On the cruise, I met a mate from bowling and we are keeping in touch! Bowling has been pretty good to me because I have played interstate, including Tasmania.

I went ashore at three ports. Tauranga was beautiful! Locals showed me a walk that had spectacular views! Another great experience was being a part of the Question-and-Answer sessions. We spoke to the captain, and we learned all about how the place runs.

I have also done warehouse work in the past and that is one possibility I could pursue in the future. However, my hope is to get into open employment in retail where you are dealing with people! I know that it would be a big step, but I also know that the team at Flourish Australia have always backed me and will continue to do so on my recovery journey.

Mark's story has been written in collaboration with Panorama.



93%

of respondents indicated that they felt confident in their abilities to achieve their personal wellbeing goals.*

Community Businesses

The past financial year has seen some significant changes, development and evolution for Community Businesses. But the focus for the dedicated Community Business team remains the same: Supporting people with complex mental health issues to achieve their employment recovery goals, while ensuring that high-quality business services are delivered to commercial customers.

Improving conversations around employment for people with complex mental health issues

During the year, Community Businesses supported approximately 200 people across seven sites in Sydney and regional NSW to identify, work toward, and achieve their employment recovery goals. The Community Business team know that having meaningful employment can support a person's recovery journey. Having a job contributes to a person's inclusion in the community, provides a sense of purpose, provides opportunities for learning and mastering new skills and increases the possibility of developing new friendships by way of expanding social networks.

Employment has been identified as a vital aspect of social citizenship in Flourish Australia's Social Citizenship Framework, so supporting Flourish Australia staff to have conversations about employment with people accessing services is an organisational goal. Community Business staff use the Employment Conversation/Transferable Skills Appraisal tool to facilitate conversations about employment with people accessing supports. Transferable skills are the competencies that underpin workforce participation, productivity, and social inclusion. Staff support people to assess their reading, writing, counting, technology, punctuality, independence, fine motor, physical resilience, attention focus, problem solving, and cooperation skills.

95%

of respondents said the support they received from Flourish Australia has enabled them to have self-determination and to make choices in their lives.*

“I have seen my colleagues at Flourish Australia's community business develop greater confidence empowering them to move into mainstream employment.

- Mark

“Our Community Businesses have a workforce of approx
200 supported employees
in Sydney and Regional NSW.”



During the year:



Four supported employees transitioned into **open employment**

One person volunteered to be a member of the **National Disability Services Industry Vision Reference Group**

Thirteen supported employees enrolled in **vocational courses at TAFE**

These are core “learning to learn” skills, necessary to provide people access to opportunities to engage in vocational learning and employment. Staff then work with people to develop Individual Employment Plans where their employment and vocational goals are tracked and reviewed.

Community Businesses operate a range of different types of business services so that people with complex mental health issues are able to find the type of work that aligns with their recovery goals and suits their skills.

Specialised management of mental health and employment supports

This year, the Community Business management structure was enhanced by the creation of a new position, Manager, Mental Health and Employment Supports. This position oversees the delivery of quality, recovery-focused supports to ensure that people accessing Community Businesses are given every opportunity to achieve their employment recovery goals. All of the Community Business Peer Workers, Mental Health Workers and Training and Assessment Coordinators report to this new manager, which will ensure consistency of employment supports across the entire Community Business program. This will also mean that the Community Business site managers have increased capacity to manage all operational systems and procedures to ensure their sites and services are compliant with the important standards accreditation for Community Businesses.

Creating new vocational pathways for people accessing services

Community Businesses received a grant of \$500,000 as part of the Department of Social Services Structural Adjustment Fund to develop an exciting new employment opportunity for people with complex mental health issues. Funds will be used to refurbish the kitchen at our Buckingham House site in Surry Hills and to establish a Hospitality Skills Training and Employment Program. People accessing supports who are enrolled in Certificate III Hospitality will receive on-the-job training in food preparation and

barista skills. The program will be supported by a Mental Health Dietician to ensure that the menu includes nutritious and healthy meals, which will be offered at a low-cost to people accessing supports at Buckhouse. If finding a job in open employment is a recovery goal, staff working in mental health and the Disability Employment Service are co-located on site, and will support participants to transition into open employment.

It is never just business as usual for the Community Business team. Our business services operate in a dynamic and challenging economic climate and all staff and people accessing supports are resilient, innovative and committed to delivering great outcomes for all of our customers. The team are looking forward to an exciting year ahead supporting people with complex mental health in meaningful work.



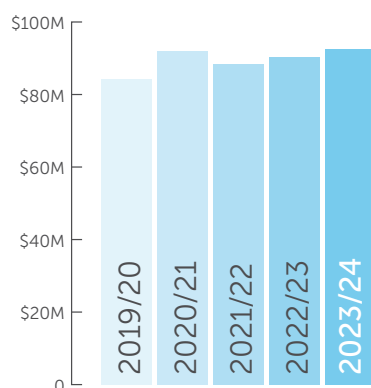
Darren, Kate and Dimi from Marrickville



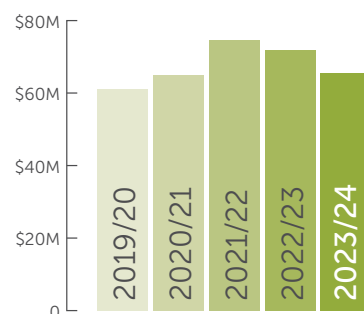
Chapter 6

Flourish Australia
financial trends
over the last
5 financial years:

Our total **REVENUE** over
the last 5 financial years



Our total **ASSETS** over
the last 5 financial years

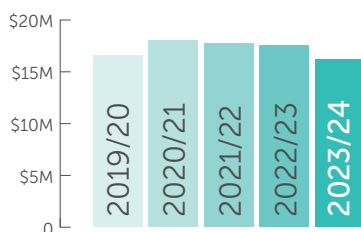




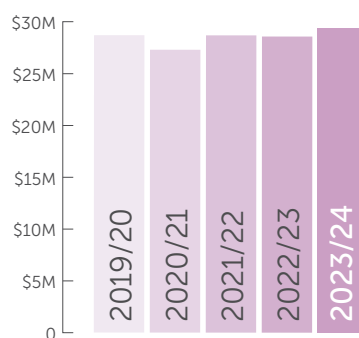
FINANCIAL SUMMARY



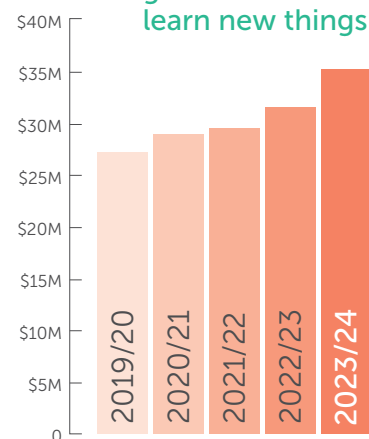
Working with people to find a job



Supporting people where they live



Helping people make friends, get involved and learn new things



At 30 June 2024 our financial position remains solid despite another challenging year

Our operating result for the year was a deficit of \$4.9 million.

This deficit partly reflects continuing to provide quality support via the National Disability Insurance Scheme at a cost exceeding the income able to be recovered. This remains an area of focused advocacy.

This year we also began incurring costs developing a new integrated service information management and scheduling system, named Flourish Connect, which will position us to achieve efficiency

improvements together with enabling greater business and individual participant insights. Our plan is for the development and implementation of this Microsoft based system to conclude in 2024-25, and go live prior to 30 June.

We continued to support people through government service contract funded programs, and these programs remain a very important part of what we do representing 53% of our overall revenue from ordinary activities in 2023-24. Providing support to people through the NDIS continues to also be a key way in which we provide support to people with psychosocial disability, representing 38% of our overall revenue from ordinary activities in 2023-24.

We believe that helping people to maintain stable housing, make friends, get involved and learn new things are beneficial to mental health and wellbeing. During 2023-24 we increased our overall support in these areas, with associated costs representing 66% (2022-23: 65%) of our total costs. We also know that having meaningful work, and the social connections that come with it, are beneficial to mental health and wellbeing. During 2023-24 we continued our support working with people to find a job, with associated costs representing 17% (2022-23: 19%). During 2023-24 our administration costs accounted for 14.8% of our total revenue from operations (2022-23 : 14.4%).



[View Flourish Australia Financial Reports Online](#)

2024 Financial Summary

OUR SOURCES OF REVENUE	2023/24 \$'000	2022/23 \$'000
NDIS	34,533	34,691
NSW Government	29,799	28,514
Commonwealth Government	16,127	13,779
Other revenue from ordinary activities	4,927	4,738
Business Sales	3,792	5,403
Queensland Government	2,277	2,101
South Australia Government	526	-
Subtotal – Operations	91,981	89,226
Other income	619	1,166
Total Revenue	92,600	90,392

COSTS SUMMARY	2023/24 \$'000	2022/23 \$'000
Helping people make friends, get involved and learn new things	35,117	31,484
Supporting people where they live	29,377	28,584
Working with people to find a job	16,457	17,700
Other expenditure	16,512	15,000
Total Costs	97,463	92,768

OUR BALANCE SHEET AT A GLANCE	2023/24 \$'000	2022/23 \$'000
Assets		
Cash and cashable investments	13,620	19,034
Investment properties	9,293	9,564
Property, plant and equipment	23,798	23,824
Intangibles	837	38
Receivables	4,028	4,671
Right of use assets	7,671	7,087
Other assets	6,660	8,010
Total Assets	65,907	72,228
Liabilities		
Accounts payable	4,471	4,537
Other current liabilities	6,398	9,156
Financial liabilities	1,700	1,700
Provision for staff LSL and holiday pay	9,127	8,919
Lease liabilities	8,279	7,793
Total Liabilities	29,975	32,105
EQUITY	35,932	40,123



“I really value the companionship and assistance
of my Peer Worker, Cathy. She helps me get out of the
house which is beneficial for my well-being.

Geoff

Early to bed and early to rise makes me healthy, wealthy, and wise.

Geoff, Broken Hill NSW

I've got what they call a GSOH—a 'good sense of humour'—and I'm fortunate to have a good job as well. These are two valuable qualities, but I started out with a few disadvantages. To get where I am today, I needed some support from organisations like Flourish Australia.

My brother and I both live with Foetal Alcohol Syndrome (FAS). This syndrome has presented unique challenges, influencing many aspects of our lives. While my birth mother has unfortunately passed away, I do have a stepmother.

One of my challenges is 'slow learning.' I also suffer from severe arthritis and need to be careful about my heart health. Many years ago, I faced significant challenges that led to hospitalization in a psychiatric unit. In 2013, I even tried to take my own life and had to be resuscitated.

After being referred to Flourish Australia's Broken Hill service, I found crucial support. I really value the companionship and assistance of my Peer Worker, Cathy. She helps me get out of the house; we often go for a drive, enjoy coffee and cake together, or visit the pool, which I find uplifting and beneficial for my well-being.

I rent my own house and get up at 4:30am every morning. I start my day by feeding the birds, watering the plants, and feeding my three animals—two cats and a Maltese terrier.

You wouldn't believe how old my dog is. Her name is Molly, and she's 23 years old—that's 161 human years! And there's more! Tinkerbelle the cat is 11 years old, and Gizmo the cat is 12 years old!

I'm like an aged care worker for some very senior animals, though that's not what I do for a living.

I work at a laundry in Broken Hill, three days a week, starting early, of course. I handle every kind of task in the laundry—counting, folding, washing, packing, and delivering. When the supervisor is absent, I automatically become the Laundry Assistant Manager, overseeing operations across the whole floor.

I also handle various safety precautions with laundry chemicals, including wearing PPE when replenishing certain chemicals. I'm responsible for accounting for these chemicals and recording them in a register. I've completed a comprehensive six-month training course, which earned me a certificate.

A recent disappointment for me was that I really wanted to get a driver's license, but my arthritis sometimes causes my joints to lock up, making driving dangerous. Instead, I've decided to get a mobility scooter or 'gopher.' They're not cheap, so I've been working through the application process for one over the past four years.

I'm grateful to people like Cathy and Pat at Flourish Australia for supporting me in achieving my goals.

I'm hopeful and determined to own my own home one day instead of renting indefinitely. Despite having saved up a deposit before, I faced challenges securing a loan from the bank due to being on a disability support pension. I'll keep trying because you can't keep a good man down!

Geoff's story has been written in collaboration with Panorama.



About Panorama

Founded in 1996 Panorama Magazine has grown to become a lifestyle magazine dedicated to informing and encouraging the recovery journey of readers.

Panorama is written, designed and produced almost entirely by people with a lived experience of mental health issues.

Scan QR to share your story:



Our Funders & Consortia Partners

Flourish Australia acknowledges the significant financial support from the following funders that allows us to do our work:

Australian Government

- Department of Health and Aged Care
- Department of Social Services
- National Disability Insurance Agency

NSW Government

- NSW Ministry of Health
- NSW Department of Communities and Justice
- 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
- Southern NSW Local Health District
- South Western Sydney Local Health District
- Sydney Local Health District
- Western NSW Local Health District
- Western Sydney Local Health District

Queensland Government

- Queensland Health

South Australia Government

- South Australia Health

Other Funders

- ACT PHN
- Central and Eastern Sydney PHN
- Grand Pacific Health
- headspace National Youth Mental Health Foundation
- Hunter New England and Central Coast PHN
- Neami National
- Nepean Blue Mountains PHN
- One Door Mental Health
- South Eastern NSW PHN
- South Western Sydney PHN
- Western NSW PHN
- Western Sydney PHN
- SVA Nominees Pty Ltd as trustee of the Resolve SBB Trust

Flourish Australia receives funding from the Australian, New South Wales, Queensland and South Australian Governments.

Flourish Australia Consortia Partners include:

headspace Bankstown

- Dr Josey Anderson (Chair) Black Dog Institute
- Black Dog Institute
- Canterbury Bankstown City Council
- DAMEC At Work
- One Door Mental Health
- Salvation Army – YouthLink
- South West Sydney Local Health District

Supporting Organisations

- ACON
- Arab Council of Australia
- City of Canterbury Bankstown Council
- FYRST – a part of The Salvation Army
- Lifeline Macarthur
- Transcultural Mental Health Centre

headspace Broken Hill

- Broken Hill City Council
- Black Dog Institute
- Far West Local Health District
- JobLink Plus
- Lifeline Broken Hill
- Maari Ma Aboriginal Health Service
- Mission Australia
- Nachiappan Surgery
- Neami National
- Royal Flying Doctor Service (RFDS)

Supporting Organisations

- ACON
- Police Citizen Youth Club (PCYC)

headspace Castle Hill & Parramatta

- Interrelate
- Northmead Uniting Church
- Ability Options
- Salvation Army – YouthLink
- TAFE NSW
- Wise Employment

Supporting Organisations:

- Twenty10
- ACON
- Western Sydney Local Health District
- Parramatta Mission
- CanTeen

References

* 2023 Flourish Australia YES Survey (n=1,110)

2023 Flourish Australia X-Ref Engage Survey (n=416)

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‡ Adapted from CVC Audit (<https://cvcaudit.com>) using an average household size of 3 using the methodology from rba.gov.au

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