



flourish[®]
AUSTRALIA

Where mental wellbeing thrives

COURAGE

Annual Report 2025



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

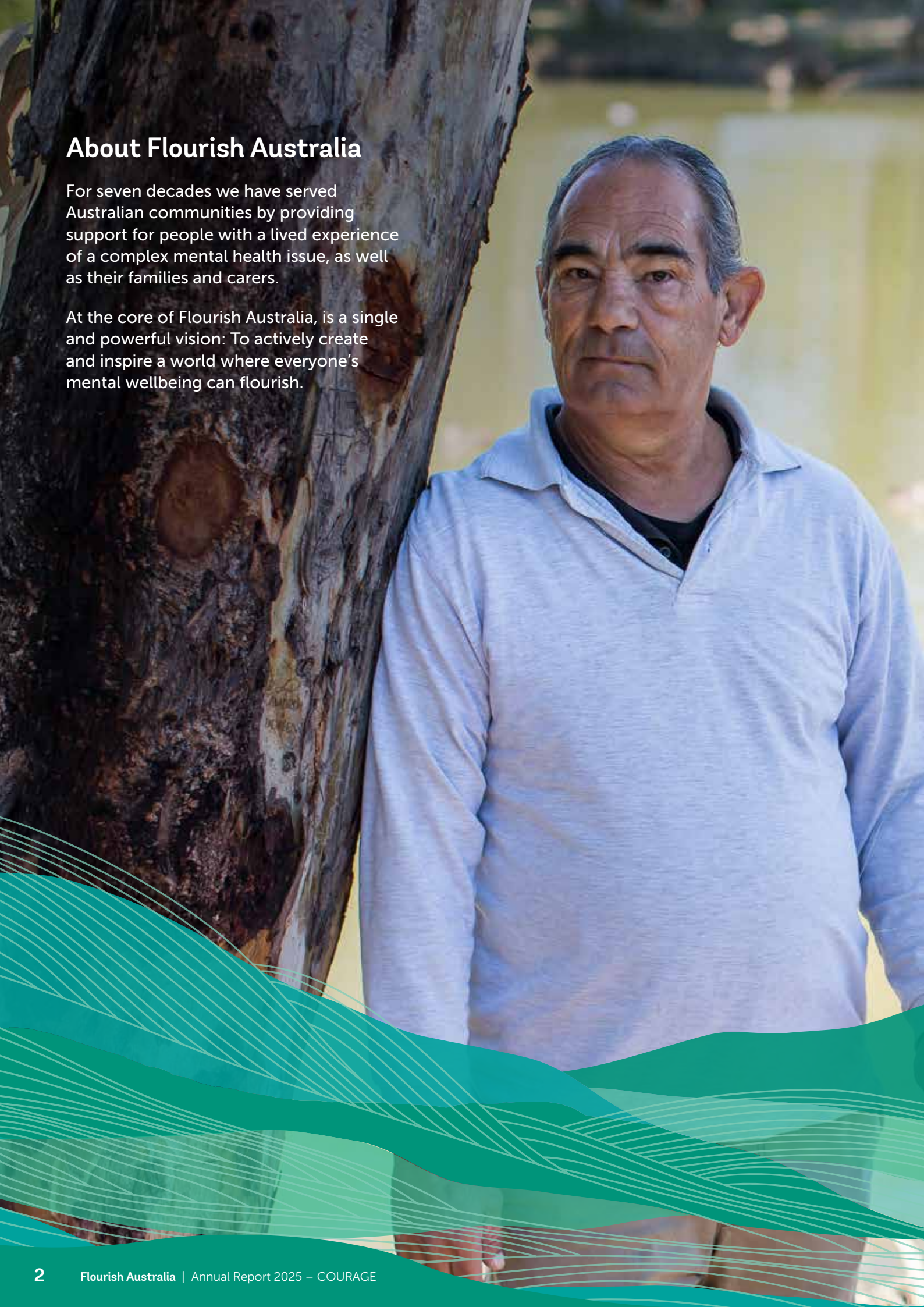
We acknowledge the traditional custodians of the land, seas and waterways upon which we live and work. We pay our respects to their Elders past and present, and recognise their strong and continuing connection to land, culture and spirit.

Recognition of Lived Experience

Flourish Australia deeply values lived experience. We recognise the many people with lived experience of mental health challenges who have broken new ground, often suffering through marginalisation, discrimination, forced hospitalisation and the denial of human rights, to emerge with the courage to speak out for positive change. True champions of change, who despite having had no power or status to enact change, 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 challenges to live a purposeful, rewarding and contributing life. We also recognise the important contribution of families, carers, kin and support persons, to recovery.

We deliver services on the following First Nations Lands

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

A photograph of a middle-aged man with grey hair, wearing a light blue polo shirt, leaning against the trunk of a large, textured tree. The background is a soft-focus outdoor setting. The bottom of the page features a decorative graphic of overlapping teal and green wavy lines.

About Flourish Australia

For 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.

OUR 2025 ANNUAL REPORT THEME IS

Courage

In 2025, we celebrate the theme of Courage, a powerful and deeply personal quality that underpins every step in the journey of mental health recovery, community inclusion, and organisational growth.

Courage is not the absence of fear, but the decision to act in spite of it. It is found in the quiet determination of people who take their first steps toward recovery, in the resilience of those who speak openly about their lived experience, and in the strength of those who support others through uncertainty and change. At Flourish Australia, we see courage every day, in the people we support and their families and carers, in our peer workers, and in our teams who walk alongside individuals on their unique paths.

This year, courage has taken many forms. It has been present in the bold conversations we've had about inclusion, equity, and systemic change. It has guided our commitment to co-design and lived experience leadership, ensuring that the voices of people with lived experience are

not only heard but are central to decision-making. It has inspired innovation in our services, as we adapt to meet the evolving needs of our communities with empathy and creativity.

Courage also lives in our collective response to challenges, whether navigating the complexities of funding, responding to the impacts of climate and social change, or advocating for mental health reform. It is the foundation of our advocacy, our partnerships, and our vision for a world where everyone's mental health and wellbeing is supported and valued.

As we reflect on the past year, we honour the courage of every person who has shared their story, reached out for support, or stood up for others. We acknowledge our staff who continue to act with compassion, and the courage of our organisation to grow, learn, and lead with purpose.

The theme of Courage is not just a reflection of the past, it is a call to action for the future. It reminds us that meaningful change begins with brave choices, and that together, we can build a more inclusive, hopeful, and flourishing society.

What Flourish Australia Stands for

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



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.

Our Vision

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

Our Values

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

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Chair & CEO Report

As Winston Churchill stated: “Success is not final, failure is not fatal; it is the courage to continue that counts”, moving forward in our lives despite the challenges that we face.

There is no one more courageous in this world than someone living with a complex mental health issue. Their determination to get up each day, to leave their home and join the community, is extraordinary, especially in the face of the stigma and discrimination they often encounter. This year's Annual Report theme, Courage, highlights that courage and perseverance as people seek to live contributing lives.

Learning new skills, talking about the things that worry us or our difficult personal histories, going into new environments and meeting new people, are all acts of courage we seldom recognise or celebrate, particularly when faced by people with a lived experience. Support to do these things is an important part of what Flourish Australia does every day. We are honoured to be trusted by people with complex mental health issues to do this, to walk alongside them on their recovery journeys.

Reflecting on our financial position, sustainability, and governance responsibilities, this year the Board approved further site closures and staff redundancies, in order to reduce expenses. Continuing financial deficits are not sustainable. These were difficult decisions and saw us cease supports at some sites in which we have been for many years. In addition, we pursued changes recommended in the Support Hub and Management Review completed in 2024, which reduced headcount and refocused some roles.

Our digital transformation has continued this year alongside the change management so critical to achieving our goals. This included a trial in Generative AI in the form of MS CoPilot. This trial has helped us identify some use cases to continue to pursue, clarified what might be scalable, and enabled us to focus on increasing efficiency of processes. To support our venture into this brave new world we also published a new Generative Artificial Intelligence Policy to provide guidance to staff. Before we conducted this trial we conducted a thorough risk assessment and implemented security and data governance controls to ensure our environment was secure and our data would be safeguarded.

Our major digital transformation project has been the new service database, Flourish Connect. The development of Flourish Connect has involved hundreds

of staff, and is led by Chief Operating Officer, Susan McCarthy. The new system went into pilot phase during the year and at 30 June we were just about to Go Live across the organisation. Flourish Connect has delivered significant benefits already, streamlining processes, creating more consistency across the organisation, and is showing early signs of increased productivity and relieving administrative burdens.

Early in the new financial year we will be finalising the development of the Flourish Connect participant portal which will enable people accessing supports to retrieve important parts of their own information that is stored in Flourish Connect. This has been one of our goals for many years, and we are excited the day has nearly arrived. We thank the Community Advisory Council for their advice and guidance during the development of the participant portal.

We are delighted during the year to welcome Lisa Gott as General Manager, Lived Experience Leadership and Advocacy, who brings a wealth of experience and will continue our decades of commitment to lived experience. We also said goodbye to Fay Jackson as General Manager, Inclusion after 10 years, and Andrew O'Brien and Aidan Conway as General Managers, Services, after 15 years and 20 years with us respectively. We thank Fay, Andrew and Aidan for all they have done over those years. Our particular thanks to Fay for her leadership in progressing the growth of the peer workforce, and to Andrew and Aidan for developing services and ensuring their quality and safety.



This year we celebrate 70 years since we were incorporated and started our work.

We thank our Patron, the Governor of NSW, The Honourable Margaret Beazley AC KC for agreeing to host a celebration of our 70th Anniversary early in July.

As we prepare for that event we reflect on the enormous courage of the founders and those who have joined the organisation over those 70 years.



Mark & Elizabeth

Chair & CEO Report continued...

Continuing our focus on reconciliation and commitment to The Uluru Statement from the Heart, this year we were able to complete and have approved our Innovate Reconciliation Action Plan (RAP). This is an important statement of the work we need to do to become a better organisation, and how we can support reconciliation in practical ways. An implementation working group is monitoring the RAP and providing regular reports to the Senior Leadership Team and Board.

This year we farewelled Tom Brideson as a Board Director. We thank Tom for his many contributions to the organisation, and for bringing First Nations perspectives to Board discussions and decision making.

A major part of the year has been preparing for the recruitment of new Board directors, given four of the current directors, including the Board Chair, complete their terms at the 2025 AGM, having served ten years. Those directors, Jeremy Thorpe, Dr Josey Anderson, Paula Hanlon and Professor Elizabeth More AM, have led and governed the organisation through some very challenging times but always with a deep commitment to delivering quality and safe services. Due to our robust succession planning processes, we were well prepared for the end of the directors' terms, and we have recruited new and highly skilled directors to join our board and support the governance of the organisation

We are fortunate to have had the diverse perspectives of the Board and their wisdom and experience to guide the organisation as it has grown and developed in an environment of increasing financial and regulatory complexity. Our thanks to each director for their contributions and ongoing commitment to Flourish Australia's goals and values and for always working productively together this year.



Life Members of Flourish Australia awarded to Paula Hanlon, Phil Nadin, Pamela Rutledge AM and Janet Meagher AM

As always, the organisation has been well served and supported by the Community Advisory Council, led by Karen Jurss and Mozzie Wilkinson. The Council's contributions are numerous, and we are a better organisation for the lived experience leadership and advice they provide. We thank the Council for their work, and their regular engagement with the Board and Senior Leadership Team and commend to you the Council's report on its activities on page 20 of the Annual Report.

Our thanks go to the leadership team who have led the day-to-day operations of the organisation, steering it through some difficult waters. Any year is challenging, but a year so full of change and development is more so. The team's advice and willingness to go the extra mile, always focused on the organisation's values, is greatly appreciated.

This year we celebrate 70 years since we were incorporated and started our work. We thank our Patron, the Governor of NSW, The Honourable Margaret Beazley AC KC for agreeing to host a celebration of our 70th Anniversary early in July.

As we prepare for that event we reflect on the enormous courage of the founders and those who have joined the organisation over those 70 years. What we do today is their legacy; their endowment; and makes us who we are. Their early

courage inspires us to continue to do our work; to challenge the stigma and discrimination people face; to promote people's human rights and to dispel the myths and stereotypes of complex mental health issues.

Reflecting that courage and determination were the five Life Members who were appointed Life Members of the organisation this year – Janet Meagher AM, Pamela Rutledge AM, Paula Hanlon, Phil Nadin and John Hall AM. Sadly, John Hall passed away months after his appointment as a Life Member (see page 41 for a Memorial for John). We are deeply grateful to all five Life Members for their decades of commitment to the organisation and to mental health services.

Finally, and most importantly, we thank the thousands of people who sought our supports this year, along with their families and carers. We stand in awe at their courage and what they teach us about perseverance and hope in the face of many challenges.

We trust you are as inspired by reading this Annual Report and join us in making our communities more welcoming and inclusive.

Professor Elizabeth More AM MAICD
Board Chair

Mark Orr AM GAICD FGIA FCG (CS)
Chief Executive



Chair Reflection

10 years

In 1961 just before his inauguration, John F. Kennedy observed in Tichy and Bennis, 2007:7-8:

"When at some future date the high court of history sits in judgment on each one of us... our success or failure in whatever office we hold will be measured by the answers to four questions:

Were we truly [people] of courage? Were we truly [people] of integrity? Were we truly [people] of judgment? Were we truly people of dedication?"

I hope that when Flourish Australia's stakeholders and the broader community sit in judgment of my ten years as Chair of Flourish Australia, that they can answer positively to these questions. This is also aligned with my efforts in following the West Point Cadet Prayer that asks "that we choose the harder right instead of the easier wrong", and a view of leaders as not always having to be right but having to ask the right questions.

If I have then succeeded in some measure to be the Chair that Flourish Australia wished for and needed over a decade then this will rank as one of highest achievements in my career given that being in this role has been one of the greatest privileges, honours, pleasures and challenges of that career.

If indeed there are positive responses, then that has only been made possible by the wonderful people at Flourish Australia, especially the unwavering support of Mark Orr AM, CEO, the Senior Leadership Team, my fellow collegial Board members, and those with lived experience with whom we walk the recovery journey and who I have had the joy of interacting with and learning from. Such support and interactions have always been humbling and welcomed throughout the good and the more formidable times the organisation has faced over the decade.

Continued following page

Chair reflection 10 years continued...

I simply cannot believe how rapidly my term has flown as I still recall my interview committee at the very beginning, chaired by the excellent Late John Hall AM FAICD who I replaced as Board Chair in February 2016 after joining the Board in December of 2015. John had been Chair of the Board since the merger in 2012, and Chair of the PRA Board since 1997. I stepped into a well formed and developed board of skilled and passionate directors, and I am truly grateful to John for the many years of service he gave and in handing the Chair mantle to me in the transition period.

Probably the biggest operational challenges in those ten years have been the financial sustainability of the NDIS services and COVID-19 pandemic. I am very proud of the way the Board has reflected and led on these issues, in partnership with Pamela Rutledge AM, my first CEO, and then Mark Orr AM and the Senior Leadership Team. This required us to be reflexive, resilient and innovative in our approaches whilst upholding our values and delivering on our strategic plans and goals.

Probably one of the highlights of these years has been the Community Advisory Council, established in 2016. I have been delighted to be able to attend many Council Meetings, endeavouring to go to the monthly meetings held since COVID-19 to hear directly from Council Members. These have been times when I have heard many stories of courage and learnt much. I have been delighted that the Council Chair and Co-Chair have been able to participate in Board Strategic Planning days and activities, helping set the future directions of the organisation, and keeping us grounded in why we exist as an organisation.

Another highlight has been the establishment of the Flourish Foundation Australia. I have been strongly committed to the development of the Foundation aimed at diversifying the income

sources for the organisation and highlighting areas of commitment to the Women and Children's program, the Back on Track Health program, and supporting First Nations people. I am deeply grateful to the Foundation Committee Members for helping to bring the Foundation to life, and to our amazing Ambassadors for their support and advocacy.

Another important reflection has been efforts to meet the ever-increasing expectations the Australian community has of Board Directors. Environmental sustainability, cybersecurity, data governance, continuous monitoring, and technology transformation to increase effectiveness and productivity, have become important focuses for boards in addition to, or as developments of, the usual director duties and responsibilities. The continuing changes in the NDIS regulatory space, and the recommendations of the Disability Royal Commission and NDIS Review are also notable.

In the face of such growing expectations, however, my overarching reflection has been the passion of the Flourish Australia team to deliver high quality, trauma informed, recovery-oriented supports. No matter what challenge

comes their way, the team has kept focused on supporting people to live the best lives they can. This has included weathering floods, fires, a pandemic, increased regulatory demands and financial pressures, and major changes to work processes, always with grace and deep commitment and purpose.

I thank the many directors who I have been pleased to join around the Board table over the last ten years. Their sense of commitment, collegiality, of respectful debate, and a focus on the human rights of the people we support alongside their families and carers has been excellent. I have been proud to have also been able to work alongside two amazing CEOs. It has been a delight and honour to work alongside so many outstanding and dedicated human beings.

I will deeply miss being part of the Flourish Australia Board but hope to remain involved as a Member in the organisation's important work, and especially continuing as its Flourish Foundation Chair. Thank you to the Members for their trust and encouragement in my role, and giving me the honour to lead and serve this truly wonderful organisation.

Professor Elizabeth More AM MAICD
Board Chair

Elizabeth & Monique, Buckingham house



Our Strategy on a Page 2023-2027

**Flourish Australia
BELIEVES 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.

Our strategy will focus on...

Lived
Experience

Expanding
Quality
Services

Advocacy &
Leadership

Workforce
& Culture

Sustainability &
Resilience

With our work supported by...

Performance

Partnership &
Collaboration

Digital Safety,
Literacy &
Transformation

Effective
Governance
& Impact
Measurement

Community
Awareness

Chapter 1

Lived Experience



Panorama Magazine

Recognising its long standing work showcasing stories of recovery, Panorama Magazine was a Finalist in the 2024 Mental Health Matters Awards in the Media and Arts Category.

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



Peer Workforce Framework

We co-developed this framework in partnership with Peer Workers across the organisation to guide consistent practice across the organisation, setting out how we ensure peer work stays true to peer values and practices.



Lived Experience Panel Discussions

Fay Jackson, General Manager, Inclusion, facilitated a series of online discussions with lived experience leaders nationally about key lived experience topics. These have been published on our YouTube channel.



Buckingham House Art Show

We held an Art Show at Buckingham House to showcase art works created by people accessing supports. Expanding from painting and drawings, the exhibition also featured a reading of poetry from a book of poems published by a poet with lived experience.



Mental Health Month

Matthew Caruana was our key note speaker for the Mental Health Month. Matt shared his personal story of hope and recovery following a suicide attempt, and showed how he is using his experience to raise awareness and educate others. Matt's story features in our Ambassador, John Brogden AM's, book, *Profiles in Hope*.

Who We Support

At Flourish Australia we celebrate diversity. This data is an overview of the people we supported in the 2024/25 financial year.

Net Promoter Score (NPS)
+48*



13%

of people are Aboriginal or Torres Strait Islander



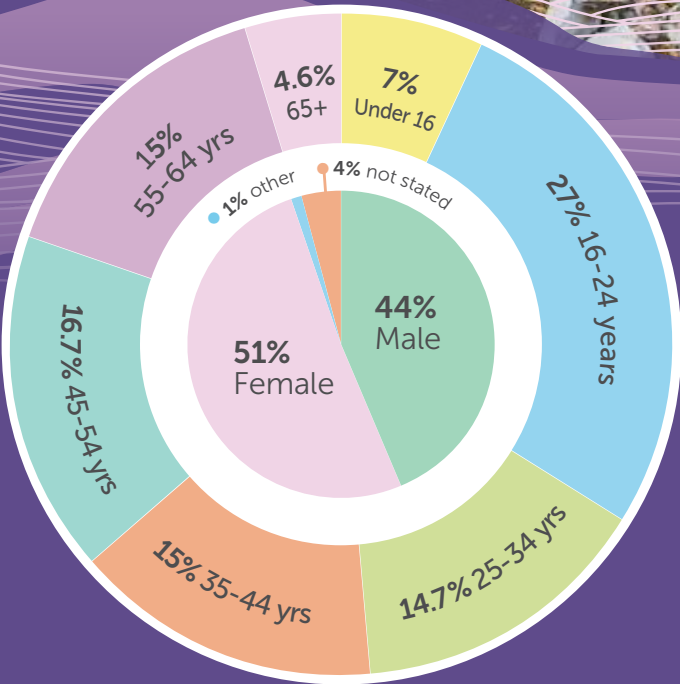
9%

of people identify as LGBTQIA+



18%

of people are Culturally and Linguistically Diverse



10,980 people¹

accessed Flourish Australia services in the 2024/25 financial year. During this time our services supported...

662

people to find a home of their own



1862

people to test their eligibility for the NDIS



962

people to find employment that suits them



4735

people to make friends, get involved and learn new things



2587

people to access headspace services

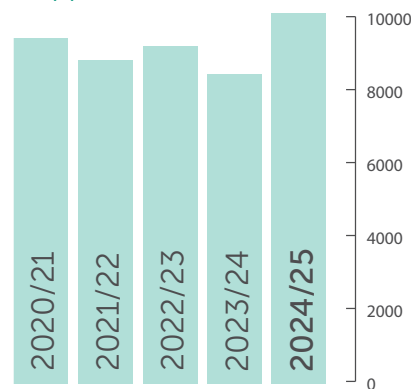


172

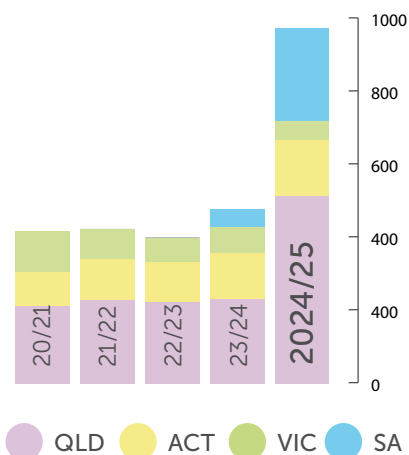
people to access clinical services



Number of people supported in **NSW**



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



Consumer Experience Index (CEI) score was **86%***

86% of respondents reported our service provides opportunities for engagement, choice, and active involvement in delivery*

1. Some people may access more than one service



Courage is choosing to
fight for your family
and your future, even
when the system seems
stacked against you.

Victoria

BLACKTOWN, NSW

Victoria's Story

My partner and I have two children, a son Ezra (14 months) and a daughter Demetria (3 months). I am part Aboriginal and part Māori. Our children's full names reflect our hopes for their future. Ezra's middle name Tāne Mahuta refers to a Māori god of the forest. When we go for a walk, he always has to touch every single tree we pass! As for Demetria Christina Amaia, named after the Greek goddess of the harvest, she is only three months old, but she sure loves her food!

My son was taken into care by the NSW Department of Communities and Justice (DCJ) because of my mental health diagnoses and my former history with substance abuse. I could not have gone through losing my daughter as well. I did not have a chance with my son, I wanted a chance with my daughter.

My two main mental health diagnoses are Autism and Borderline Personality Disorder. I find there is a stigma attached especially to Borderline. DCJ claimed that this diagnosis makes a person more likely to harm their children. I think that it might be the other way round, that people with Borderline have experienced trauma as children. This was certainly true for me.

I do not have contact with my parents any more. My father had substance use issues and my mother is a hoarder. I am a hundred per cent motivated to ensuring my children do not go through what I have had to go through.

I used to use a lot of substances, but I have not touched them for two years. I did not use them while pregnant.

When my son was taken away, it broke my heart. It was like losing part of my soul. It had been a tough pregnancy, I was very sick and had a tough time in hospital. Plus, there were personal problems happening in the background.

I concede that the DCJ had a point, but the answer was that I needed support as a mother, and they did not offer that. They argued that because of my lack of family support I was unfit to look after my son. Their goal is that people have a large support network, which I did not have.

I was given a lot of tasks that I had to fulfil to bring me closer to being reunited with my son. Firstly, there was relationship counselling with the father of my children. Then I had to show I was receiving proper counselling for my mental health issues. I had to have counselling for my former drug issues. And I had to complete a parenting program.



One of the things that I do as an autistic person is to research everything and find out everything I can about what was on offer and that's how I found the Women and Children's program at Flourish Australia.

When I became pregnant with my daughter, it counted against me in the eyes of DCJ. It was another difficult pregnancy. I had been living with my partner in a granny flat at my mother's. DCJ knew that she had issues of her own, including hoarding. She ended up throwing me out, and for a time, I was homeless before coming to the Women and Children's program.

That was in March 2025 not long after my daughter was born. I have been working with the program to improve my parenting, continuing with mental health therapy, passing drug tests, undergoing relapse prevention, taking my medication and checking in. I have contact visitations with my son and have been able to build and maintain my relationship with him. The next step, after so many set backs, is that I am looking forward to living independently in the community again with my daughter.

Victoria's story has been written in collaboration with Panorama

90%

of respondents said that the support they received from Flourish Australia has empowered them to know they are responsible for their own improvement*

Lived Experience Leadership

This year we farewelled Fay Jackson and welcomed Lisa Gott to provide Lived Experience Leadership and Advocacy. Since commencing in March, Lisa has been visiting sites, engaging with Peer Workers and Team Coordinator Peer Specialists with a view to understanding the practice of peer work in teams, and their training, supervision and support needs.

A significant piece of work during the year that underpins our leadership in peer work has been the co-design of Flourish Australia's Peer Workforce Framework. This framework is grounded in the expertise of lived experience and shaped by Flourish Australia's own peer workers. It reflects who we are and what we stand for: purpose-led, co-created, and committed to advancing peer work as a professional and transformative discipline.

This year we focused on finalising the Framework and beginning its implementation, embedding its principles into how we lead, deliver, and grow peer work as a profession.

Our focus has been on:

- **Expanding core training programs**, including *Impactful & Practical Peer Work* and *Professional Peer Supervision*, ensuring capability building from the ground up.
- **Equipping leaders, teams, and staff** with the tools, language, and understanding needed to uphold and strengthen peer work practice.
- **Embedding supervision and communities** of practice to support skill development and values-led peer practice.

In 2025 we are planning to introduce a specialist Lived Experience Practice Lead to support our work in lived experience leadership and governance.



At 30 June, we had
178 Peer Workers
providing front line support
across the organisation,
in addition to
27 Team Coordinator-
Peer Specialists

Keeping Families Together

Governor-General visits the Women and Children's Program

A warm welcome was extended to Her Excellency the Honourable Sam Mostyn AC, Governor-General of the Commonwealth of Australia when she visited Flourish Australia's Women and Children's Program (WCP) in November 2024.

We were touched by her obvious personal interest in this important program promoting the welfare of women living with mental health issues and their children, who sometimes also experience family domestic violence and homelessness.

Her Excellency was welcomed to the WCP in Blacktown NSW by Professor Elizabeth More AM, Board Chair of Flourish Australia.

Nicole Charles, the Women and Children's Program Manager, gave the Governor-General a brief introduction to the service, its objectives and key areas of support. This was followed by a tour of the facilities, the activity room and the recently opened garden.

Her Excellency then met women and children who have benefited from the program. This was clearly the most enjoyable part of the day for everyone.

The aim of the Women and Children's Program is to keep mothers and babies together. The Governor-General acknowledged the importance of kinship, particularly in First Nations people where there is an ongoing fear that children might be removed from their mothers.

Nicole Charles spoke of the joy of working at WCP: "There is nothing static about what happens here! Every day and every woman and child bring new experiences and challenges. Ninety per cent of women completing the program are safe and still with their babies."

Behind the joy, though, Nicole admitted there is one heartbreaking fact: for every mother who is accepted into the program, five others have to be turned away due to limited space. This has an effect not just on those mothers and babies we cannot yet support, but on future generations as well.



Her Excellency Ms Mostyn with families at the Women and Children's Program

If Flourish Australia could expand this service and make it available to more mothers in more locations, just think of the great positive effect we could have in stopping intergenerational trauma. This is in fact our plan. One of the chief aims of the Flourish Foundation Australia is raising funds towards this goal.

The Governor-General's visit reflects her genuine interest in this field of work. A mother herself, with a grown-up daughter, the Governor-General has a background of leadership in mental health. In particular, she headed ANROWS (Australia's National Research Organisation for Women's Safety), was an inaugural Commissioner on the National Mental Health Commission and Chair of Beyond Blue.

Her Excellency acknowledged the work of one of her predecessors, Dame Quentin Bryce AD, CVO, and spoke about one of Flourish Foundation Australia's ambassadors, Sam Lane, who recently had a baby, describing motherhood as "the best time in her life." Nicole Charles said that the WCP tries to make this the case for all mothers who join the program.

Community Advisory Council

By Karen Jurss, Chair

2025 has been a busy yet productive year for the Community Advisory Council, reflecting Flourish Australia's growth and evolution as a national organisation working to meet the changing needs of people in the community mental health sector. The Council, too, has undergone considerable change.

Since my last report, much has happened. In November 2024, the Council convened in-person at Sydney Olympic Park as invited guests for Flourish Australia's Annual General Meeting. Coinciding with this important gathering, the Council toured Flourish Australia's Buckingham House in Surry Hills, where we enjoyed lunch with people who access the service. "Buck House" as it is affectionately known, is a jewel in the Flourish Australia crown and a credit to the organisation. Through conversations, it is evident Buck House 'members' (the people who attend) hold a true sense of ownership of the service. The visit provided the Council with an understanding of the local service and supports directly from members. In turn, Council representatives shared news about Council activities.

Throughout 2025, our monthly online meetings reflected on and reviewed important aspects of the organisation. The supported employment program was a major focus, proactively considering the rights of vulnerable people, exploring employment conditions, remuneration, training and transferrable skills, and open employment trajectories. Housing and accommodation programs and services were another area of interest to ensure and preserve the rights of people in their own homes. Psychosocial support within the NDIS remains an ongoing conversation. This is of particular interest for the Council as many representatives are themselves recipients of NDIS packages. The Council regularly commented on Flourish Australia's mental health service tender application processes, contributing to transparency and accountability. A review toward establishing a sustainable model of Local Champions Groups across Flourish Australia continues and the Council provided direct advice and feedback throughout the development of Flourish Australia's new and exciting multi-million-dollar investment in its state-of-the-art operating system, Flourish Connect.



Karen Jurss, Chair,
Flourish Australia
Community Advisory
Council

The Council provided crucial input to the Live Well and Flourish Project, an important collaboration between Flourish Australia and the University of Newcastle, focusing on and promoting physical wellbeing. We critiqued a number of reviews and surveys intended for people who access Flourish Australia services, to ensure alignment with strengths-based and recovery-oriented principles. The Council held discussions regarding Back on Track Health, Flourish Australia's physical health initiative, and, finally, provided an essential lived-experience lens to the evolving Social Citizenship Framework.

Representatives of the Council will attend The Mental Health Services Conference in Brisbane in September, as part of a larger organisational contingency. Representatives will present to live audiences. We also spruiked Council activities as part of the promotional initiative at the event.

"The 4 months I have spent with the Community Advisory Council has been a very rewarding time in my life. The people I have met have welcomed me with open arms and have treated me as an equal, which sometimes, as someone with mental health issues, we don't always get. The ideas discussed are all done so in great detail. It's also very nice to have speakers from Flourish Australia management at our Monthly Meetings. They share up-to date news on everything Flourish Australia which is fantastic."

Paul Council member



Board Chair, Elizabeth with members of the Community Advisory Council

We welcomed five new Council representatives in 2025. We would also like to acknowledge all Council representatives whose terms ended. Thank you for your service, passion and energy it has not gone unnoticed.

As 2026 looms and the Community Advisory Council approaches its 10-year milestone (in this iteration), we reflect on the organic and natural evolution and growth that has occurred. We recognise a need to review the structure and strategic direction of the Council to ensure longevity and sustainability. In line with this, a review of the Council's Terms of Reference is currently underway. Led by the Council with support from Lisa Gott, General Manager, Lived Experience Leadership and Advocacy, this review will create foundations for another 10-years of contribution to come.

The Council acknowledges the temporary but essential support of Peter Neilson and Peter Farrugia throughout 2025. We congratulate Lisa Gott on her successful appointment to Flourish Australia; your commitment to Lived Experience Expertise is second to none. We cannot forget the unwavering support and contributions of Flourish Australia Chair, Professor Elizabeth More AM and Chief Executive Officer, Mark Orr AM without whom, the Council cannot achieve the important outcomes detailed above.

Finally, to my fellow Council representatives, thank you for the tireless work you do. It is my pleasure to lead a group of people whose commitment to excellence is a beacon to which others can aspire.

Karen Jurss, Chair
Flourish Australia Community Advisory Council

Chapter 2

Expanding Quality Services



PhysiCards research paper

Our PhysiCards research project with the University of Newcastle is now complete! The results have been published in a paper titled '*Identifying Physical Health Concerns of People with a Mental Health Condition: An RCT*' in the American Journal of Preventive Medicine. Scan this QR to access the article: The research was funded by the Heart Foundation.



Service Evidence Summary

Following the completion of four systematic reviews about service delivery types, led by Associate Professor Helen McLaren at Flinders University, we published a detailed summary of the evidence to set out how those reviews could be applied to our work.



Governor-General's Visit

We were delighted to host a visit to our Women and Children's Program by Her Excellency the Governor-General.



PROGRESS ON STRATEGIC PILLAR:
EXPANDING QUALITY SERVICES

0%

100%
COMPLETE

100%

The year ahead:



Flourish Connect

We will continue to embed our new service database Flourish Connect, supporting staff with record keeping, rostering, and changes to workflows. Improved data quality, data visualisations, and a new Customer Relationship Management system, will help drive further improvements in decision making and engagement.



Inclusive Employment Australia

As a specialist provider, we will establish and ramp up the new Inclusive Employment Australia program focused on supporting people with lived experience into open employment.



Women and Children's Program

We will explore opportunities for the expansion of the Women and Children's Program, supporting Mum's with mental health issues and their young children.



65

Flourish Australia
locations



Scan to find
a service
near you

Our Regional Managers

As at 30 June 2025

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 our regions.



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, Hunter & New England

Armidale, Bankstown, Broken Hill, Castle Hill, Lake Macquarie, Maitland, Muswellbrook, Newcastle, Parramatta, Taree



Laurence Gagnon

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

NMHO, Sydney & Wollongong

Bankstown, Caringbah, Kogarah, Liverpool, Maroubra, Marrickville, Surry Hills, Sydney, Wollongong



Aniela Gokiert

Master of Clinical Psychology, Postgraduate Diploma of Professional Psychology, Bachelor of Science (Psychology)

headspace

Bankstown, Broken Hill, Castle Hill, Paramatta

On Maternity leave



Belinda Jenkins

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

Greater Western Sydney & Western / Far Western NSW

Bathurst, Blacktown, Broken Hill, Dubbo, Katoomba, Lithgow, Parkes, Penrith, Western Sydney, Windsor



Andre Maddocks

Master of Social Work, Bachelor of Arts – Media & Cultural Studies

Employment Services

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



Trevor Matthews

Bachelor of Social Science

Queensland & National COS team

Caboolture, Hervey Bay, Warana



Ogechi Mbaegbu

Bachelor of Medical Laboratory Sciences, Graduate Certificate in Mental Health, Master of Public Health, Master of Health Leadership and Management, Master of Mental Health

Accommodation

Ashbury, Broadmeadow, Calala, Camperdown, Cardiff, Lambton, Leichhardt, Lilyfield, Mayfield, Morisset, Tamworth, Thornton, Waratah



Sue O'Rourke

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

Greater Southern NSW, Australian Capital Territory & South Australia

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

Operations Update

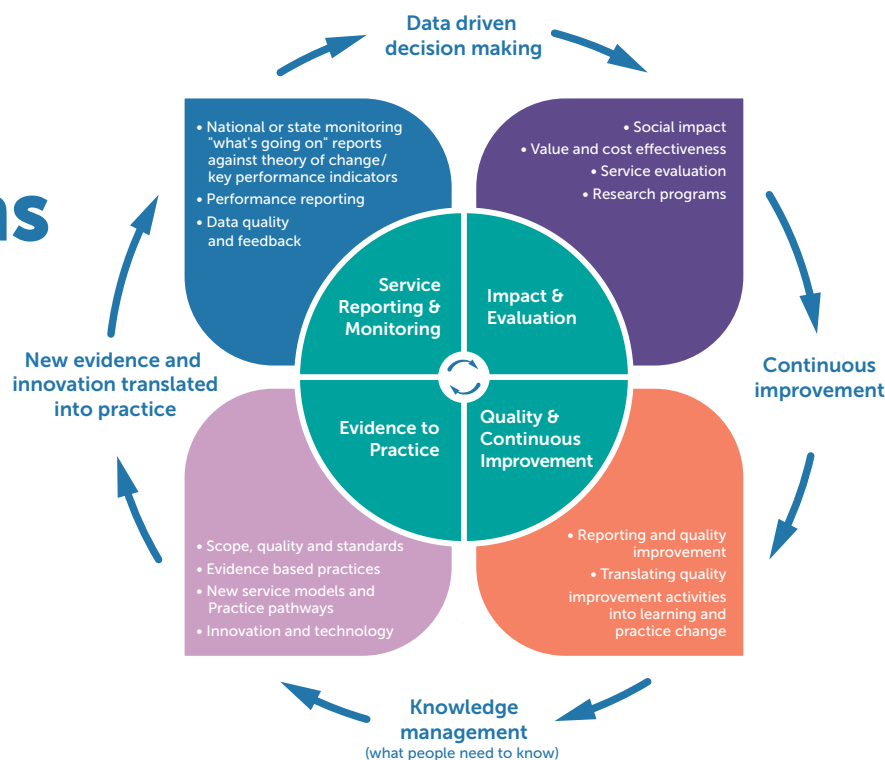
Quality and Practice Function

Being a learning organisation is a key enabler for the successful delivery of Flourish Australia services and the achievement of a high standard of practice across all sites and services. To support this goal, this year we reviewed our outcomes and improvement team, and invested in a dedicated Quality and Practice team. This reimagined team now provides the structure that facilitates data-driven service improvements, informs our contribution to the broader mental health system, and ensures the effective translation of research into practice – enhancing the effectiveness, efficiency and the sustainability of Flourish Australia.

By combining experiential and empirical evidence, we ensure our services are both evidence-informed and deeply aligned with the needs and values of the people we support.

The Quality and Practice function is framed around a circular learning organisation model. This is so we can focus quality improvement activities where there are knowledge or capability gaps; translate new or emerging evidence into practice; and ensure that innovation is front and center of all services.

This model is grounded in partnerships with people with lived experience, academic and industry partners and staff, to ensure that Flourish Australia continues to be a leader in delivering the best services to people we serve and guide the broader sector's development.



The Quality and Practice team has four outcomes:

Data-informed decision making: Ensure the availability of high-quality program-level and participant-level outcomes data, alongside comprehensive system-level impact analysis and cost-effectiveness data. This information will allow us to inform reporting to funders, enable progress tracking, and generate actionable insights that drive service improvements. It will also be able to be used to influence the broader mental health and psychosocial disability systems.

Continuous improvement: Data, feedback, and performance information will be used to inform timely service enhancements that optimise service delivery and operational efficiency.

Knowledge management: Using service standards, evidence and data will help guide policy and practice decision-making and identify service improvement opportunities and knowledge gaps for future research.

New evidence and innovation translated into practice: Building a culture of learning and knowledge building will be supported by the evidence generated to drive the timely adoption of evidence-based

practices across all Flourish Australia services in order to improve service performance and outcomes of people supported.

Major Achievements for 2025

Clinical Governance

During the year, the newly established Clinical Lead position successfully completed several clinical governance initiatives aimed at reviewing and improving clinical practices across the organisation. The Clinical Governance Framework underwent a thorough review and update. A comprehensive review of the Supported Independent Living (SIL) houses was conducted, with a specific focus on residents with clinical support needs. These findings led to a review of High Intensity Supports and ensured all staff in these houses were trained and assessed against the required skill descriptors. This resulted in our NDIS registration being updated to include new high intensity skill descriptors. In addition to this work, we reviewed our medication support practices and updated our training and resources to be aligned with best practice for supporting people and their medication needs. Additionally, the continuous improvement register



Some members of the Flourish Australia I.T and Flourish Connect team members

was further developed to systematically document and address processes requiring enhancement, streamlining operations and fostering an environment of continuous improvement.

Complaints and Incident Reviews

During the reporting period, an independent internal audit of the Complaint Management Framework was undertaken, engaging both people supported and staff across 53 sites. Interviews with 150 people supported and 87 staff revealed a consistently positive experience of complaint handling, where individuals felt comfortable raising concerns and felt supported throughout the process. Staff demonstrated clear understanding of their responsibilities and highlighted a culture of openness and supportive workplaces.

The audit identified no region-specific issues, underscoring the organisation-wide commitment to quality and safety. Notable strengths included robust management support for the rights of people supported, effective feedback mechanisms, and a shared commitment to learning and improvement.

Actions taken as a result of the audit included enhancing complaint policies and documentation, improving accessibility of feedback materials, ensuring comprehensive reporting in TechOne (our reporting database), and refining survey processes for greater relevance. Oversight by the Quality and Safeguarding Committee ensures these enhancements are embedded in policy, training, and resources.

Complaints are always viewed as valuable opportunities for reflection, growth, and service excellence. Our transparent processes and commitment to learning ensure a safe environment for all voices to be heard, guiding us as sector leaders in delivering best-practice support and innovation.

Major Projects for 2026

In the next year we will be focusing on three major projects:

Development of a Social Impact Framework and implementation plan

Co-design a Flourish Australia Social Impact Framework and accompanying implementation plan. This framework will outline our approach to demonstrating Flourish Australia's contribution to the lives of people using our services, and the broader mental health system, helping us tell a story of effectiveness, efficiency and sustainability.

Workforce scope of practice

The scope of practice defines the range of activities a worker is qualified and authorised to perform within Flourish Australia when delivering mental health supports. These parameters align with federal and jurisdictional frameworks to ensure accountability and service quality. The scope complements service standards and supports ongoing review, helping us set clear expectations, identify knowledge gaps, and quality improvement opportunities. This project will include the development of a peer work scope of practice.

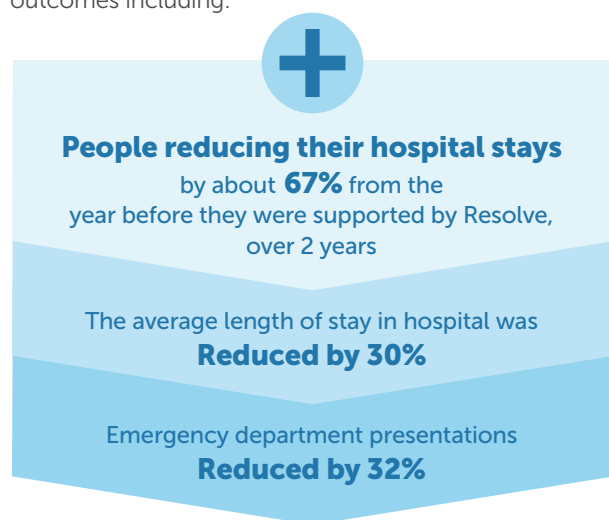
Review pathway from Incident reporting to quality improvement opportunities

As part of Flourish Australia's Continuous Quality Improvement program, this project seeks to review the current pathway from incident reporting to quality improvement activities. It will assess the effectiveness of existing processes, identify what is working well, and identify areas for improvement. The aim is to streamline and enhance the pathway, enabling staff and service leaders to translate incident learnings into timely and impactful quality improvements.

Operations *Update*

Resolve program

The Peer run Resolve program positively impacted so many lives over the last seven years. Resolve was the first ever mental health social benefit bond in Australia, and it was delivered in partnership with Nepean Blue Mountains and Western NSW Local Health Districts. The program has supported more than 600 people and delivered fantastic outcomes, not only in terms of people's lives and recovery goals, but also system outcomes including:



A special thanks to Andrew O'Brien, General Manager, Services, who was involved in the design and management of this program since its inception, as well as Ash Kumar and the Resolve team members across the Cranebrook and Orange sites. Resolve ended as planned on 30 September 2024. Whilst it has come to an end, there are a lot of learnings and components of the model which we can utilise in other programs.

The Resolve program was funded by the NSW Government and a social benefit bond, a financial instrument that makes payments to investors on the achievement of certain outcome metrics. This gave us important experience in outcomes-based payments. The program was committed to evaluating its performance and outcomes, and there will be an evaluation report released in the later part of 2025.

Western Sydney Primary Care Psychiatry Liaison Service (PCPLS)

This program provides a psychiatrist to develop the capacity of GP practices in Western Sydney to support people with mental health issues. It also includes a Support Coordinator to help link people to community supports and Peer Worker for personal supports. The evaluation for the Primary Care Psychiatry Liaison

Service (PCPLS) is underway. This year the program received additional funding to expand its services, including increased fractional FTE for psychiatry support and operational leadership, until June 2026. We were able to recruit an additional psychiatrist to support the program and expand our ability to provide support. This is a unique and highly valued program offered in Western Sydney and funded through the PHN, WentWest. The final evaluation report will be available in latter part of 2025.

NDIS Mental Health Officer Program

The NDIS Mental Health Officer (NMHO) program provides supports to Local Health Districts to support people to test their eligibility for the NDIS. This year it received additional funding, extending the initiative until at least 31 December 2025, and continued to achieve outstanding results. The expansion has enabled the team to enhance clinical capacity and address ongoing challenges, particularly around complex access requirements for the NDIS. The program remains pivotal in supporting clinical teams, streamlining pathways for hospital discharge, and setting clear expectations regarding approval timelines for supported independent living.

In addition, this year we actively collaborated with the NSW Ministry of Health and Nepean Blue Mountains and Northern NSW Local Health Districts to establish a pilot site for the Aftercare Towards Zero initiative, and developed referral pathways for individuals transitioning from the NMHO program to Aftercare supports. This underlines the importance of a proactive approach to service integration and improving outcomes for individuals navigating the NDIS. The program is now being evaluated in partnership with the NSW Ministry of Health and UNSW, and the results will be released in 2026.

South Australia Program

Throughout the year, the South Australian team have delivered outstanding results, exceeding performance targets and Key Performance Indicators (KPIs).

Significant progress was achieved in partnership within the Emergency Department program at Northern Adelaide Local Health Network, where strategic co-location and collaboration with clinical teams resulted in an increase in appropriate referrals. This has strengthened referral pathways and ensured robust service integration and timely support for people.

We were able to move into our new site at 103-107 Salisbury Highway, Salisbury, this year providing an accessible and prominent location. This new site enhances our capacity to deliver group programs and provides a modern environment for staff and participants.



Regional Manager Belinda Jenkins, Chief Operations Officer, Susan McCarthy and Her Excellency the Governor-General visiting the Women and Children's program



Governor-General's visit to Women and Children's Program

Her Excellency the Honourable Sam Mostyn AC, Governor-General of the Commonwealth of Australia visited our Women and Children's Program on Thursday 21 November 2024. The event showcased the Women and Children's Program and the ongoing demand and need for the service. The program team, as well as the mums and children, spent time with Her Excellency explaining the important role the program has played in their lives. The discussion included various issues relating to family and domestic violence, homelessness, and child protection.

Country to Coast Queensland partnership

Our team in Queensland has been part of establishing a new consortium to deliver a range of psychosocial and clinical services, led by EACH, and funded by Country to Coast Queensland PHN (CCQ). We are delivering the Commonwealth Psychosocial Support Program supporting people and building local partnerships and connections throughout CCQ Queensland in various locations including Hervey Bay, Gympie, Emerald, and Rockhampton.

Digital Navigation Project

This year we joined a group of 16 organisations led by SANE to deliver the Digital Navigation Project. This is an innovative project, funded by the Australian Government, to transform how Australians find mental health support. It is responding to the well known fact that the current mental health system is fragmented – many websites, tools, resources and services are available to support help seekers, but these supports are not well integrated across different funding systems. The Digital Navigation Project co-designed digital solutions that enhance navigation across the mental health service system, ensuring more people can access the care and support they need. Information was gathered through engagement with the lived experience community, families, carers, and mental health professionals, via Town Hall events, consultations and focus groups.

headspace

Across the year, all four headspace centres demonstrated continued growth in service delivery, youth engagement, and program responsiveness. Bankstown led with the highest number of young people supported and total occasions of service, highlighting the centre's role as a high-capacity hub. To address the high demand in Bankstown, servicing over 1,600 young people, Bankstown has increased group interventions, refined triage protocols, and piloted shared care pathways to reduce wait times and optimise service allocation.

During this year, Bankstown Centre also achieved headspace Model Integrity Framework (hMIF) accreditation once more. This is a certification program that ensures headspace services adhere to the core headspace model and provide high-quality support to young people. The team were acknowledged and congratulated particularly for their commitment to clinical governance, team culture and community awareness and engagement.

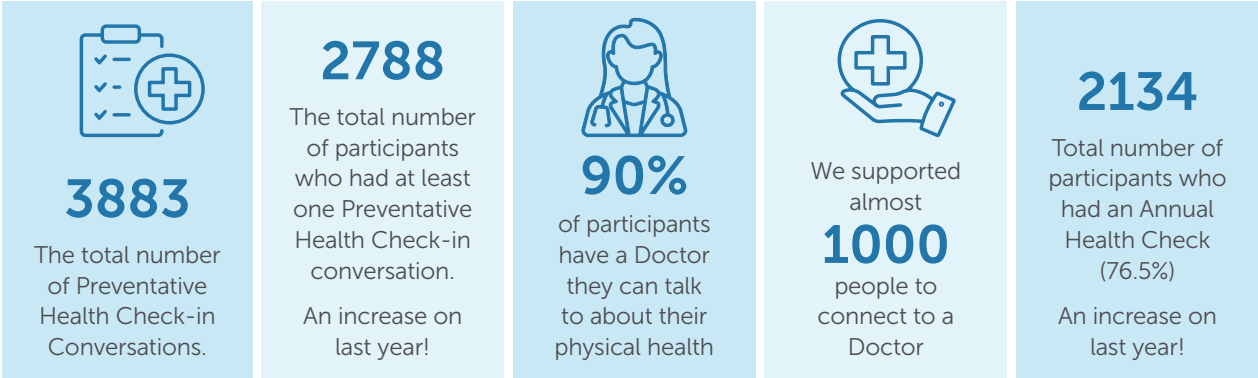
At Castle Hill: **73%** of young people did not need further referral after care, showing resolution or transition support.

At Broken Hill: **89%** of young people did not need further referral after care, showing resolution or transition support.

Across four centres:

Young people reported high satisfaction, scoring **7.7-9.3/10** especially on feeling listened to, respected, and hopeful. These results highlight our commitment to compassionate, culturally responsive, and impactful care.

Preventative Health Check-in



Express Heart Health Checks with the Victor Chang Institute

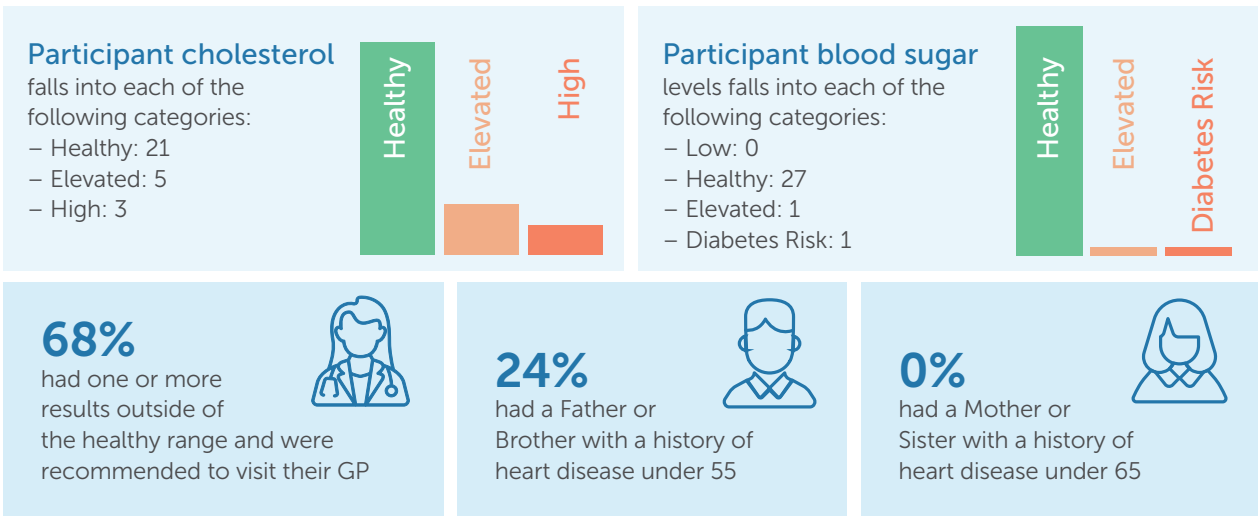
Funded by the Flourish Australia Foundation, in June this year we invited the Victor Chang Institute to our Seven Hills site to offer Express Heart Health Checks for staff and participants! A heart health check specialist was available over two days to conduct an express screening to measure blood pressure, total cholesterol, and blood sugar of each participant.

Participants were provided with their results form and dedicated time to speak with the specialist who was able to explain the meaning of their results and provide relevant information on heart health and healthy lifestyles.



Ian from Seven Hills with Faaiza from Victor Chang

29 Participants (staff and people accessing services) were tested



Uraah Healing Workshop

Out on Country

Flourish Australia partnered with Uraah Innovations and Cultural Healing to deliver a two-day cultural health and healing workshop led by Jenee Smith and Luisa Linares, Flourish Australia, Moree and Ted and Shelly Fields from Uraah Innovations and Cultural Healing.

The workshops took place on Kamilaroi Country in Moree. We engaged the local SHAE Academy to host the workshops, providing access to a kitchen, indoor and outdoor areas, toilets and other amenities to ensure participants and Elders were comfortable.

The purpose of the workshops was to provide increased opportunities for Aboriginal Men and Women and non-Aboriginal Men and Women who access Flourish Australia's services to connect with Kamilaroi culture and Gamilaraay language, culture and traditions.

Objective: Workshop participants deepen their knowledge and explore their connection to culture, spirituality and identity and health through engaging in cultural activities.

Intended impact: Promote connection to culture whereby participants will have an increased sense of social and emotional health and wellbeing through strengthening of identity and connection to cultural ways as a result of participation.

Summary of the two-day healing workshops:

17 participants of Flourish Australia were invited to participate in the workshops including family members who joined them for support and to learn together.

The workshops provided the opportunity for people to participate in:

- Language learning
- Learning about and sharing traditional foods including how to prepare meals
- Share and learn traditional stories that connect people back to Country and culture
- Opportunity to learn, feel and wear traditional ceremonial clothing such as possum skins.
- Locate traditional medicines on Country and how to prepare these for health
- Each day the workshop participants shared a meal, yarning and learning about culture and identity and how culture and connecting with their culture supports their health and wellbeing.

What did participants say about the workshops?

Participants requested that they would like to have regular Kamilaroi cultural workshops that they can access as part of their usual supports.

What did attending the workshops mean for people?

A sense of identity and how to incorporate their cultural connection into their healing journey.

Did the workshops have an impact on individual people, and how?

Participants showed keen interest and interaction with the facilitators having the opportunity to share knowledges regarding native plants, tress and wildlife.

What was the highlight/people enjoyed the most?

Forming connections with each other through the sharing of knowledge and learning together with how to take care of Country and the impact cultural knowledge has on perceptions of health, natural health practices, caring for ourselves and each other.

How did the workshop impact staff?

Realising how important it is for participants to reconnect with their culture and a feel a sense of belonging. Some are lost or have lost their way. Connecting them to Ted and Shelly was the first step for some in their healing journey.

Summary

The Uraah Healing Workshop was an important opportunity for Flourish Australia to be able to offer the opportunity to engage in supports that centre on cultural health and wellbeing. Through this engagement we have been able to start building a relationship with Uraah Healing who we hope to engage to deliver regular cultural wellbeing activities.

We wish to acknowledge and thank Uraah Innovations & Cultural Healing, the Flourish Australia Moree Staff, Flourish Australia participants and family members who participated and those who enabled the opportunity for First Nations people to reconnect with their traditional knowledges through their generous donation. This workshop was funded by the Flourish Australia Foundation.

A man with a beard and mustache, wearing a pink and blue jacket, is leaning against a tree. The jacket has white stripes and a small logo on the chest. The background is a blurred outdoor setting with trees and foliage. A large teal circle is overlaid on the left side of the image, containing text.

Courage is choosing
a better path, not just
for yourself, but for
the next generation
watching you lead
the way.

Dennis

MOREE, NSW

Dennis' Story

I am a 28-year-old Aboriginal man from Moree NSW. I want to be a good example to my son, to encourage him to see work as a good thing. Over the past few years, a lot has changed for the better with me. I have taken responsibility, set myself goals and worked towards achieving them. I'm glad I am with Flourish Australia because they are good people to have around and have supported me through the changes.

I did not have very strong community connections. The way things are, it was really hard for someone my age, and with many people taking drugs there are bad influences out there!

I was not doing well when I first came into contact with Flourish Australia at Moree. To tell you the truth I am not completely sure how it happened, I just remember that they rocked up to my house one day and offered to support me.

I was facing big challenges. Socially and emotionally, I was unwell and had no idea about my future as I was badly into drugs. The drugs put me in a weak state of mind and made me a bit paranoid.

I had had a mental health episode which led to me being put in the Banksia Mental Health Unit in Tamworth. That was not such a good experience. I was medicated at first, but I was not medicated when they let me go and I had another episode before I was put back on medication. It was a bit of a mess.

When I was linked with Flourish Australia, their support helped me take control. They supported me with the motivation to get clean from drugs. Today I no longer take drugs. I don't think I've even had a drink for two or three years, although I still have to give up smoking cigarettes!

As I say, it is important for me to set a good example for my son. I want him to grow up seeing working and earning a living as the right thing to do. So I set myself the goal of employment. First, though I needed to get clean, get well and get my qualifications.



I did a Certificate III in Landscaping, Conservation and Ecosystem Management. I also got a White Card which shows that I have had basic induction and safety training in construction, I'm working towards a Traffic Control certification. I am open to all different kinds of work. I'd like to do landscaping, of course, but also, I wouldn't mind the opportunity to work in the mines, or for the local council. I'd be up for working at Coles too!

Another thing that I have faced up to is looking after my physical health. I was recently diagnosed with Type 2 Diabetes. Medication won't do everything, so I maintain regular check-ups with my doctor, do exercise, especially walking and watch what I eat. I have been watching my diet and being careful to spread the portions out through the day.

I have become part of a community through Flourish Australia. I attend all the group activities they run. It just happens that this morning I made some pancakes with the cooking group! It is good, too, that I can have a positive influence on those around me. I'd say to you if you are dealing with challenges, keep your head up. Have courage, there is always light at the end of the tunnel. If I can do it, you can. Put the effort in and it will happen.

Dennis' story has been written in collaboration with Panorama

90%

of respondents reported a welcoming environment where they are recognised, valued and treated with dignity*

Chapter 3

Advocacy and Leadership



Community Leadership Program

We had another 20 organisational leaders complete the Community Leadership program, bringing the total number to 45. We plan to hold a third session in early 2026.



NSW Drug Summit

We participated in discussions at the NSW Drug Summit, highlighting the importance of programs for co-occurring mental health and alcohol and other drugs issues.



Visit from Saudi Arabia

We welcomed a visit from a Saudi Government Delegation led by Dr Aseel Absu Al Kareem, Deputy Assistant Minister for Social Rehabilitation, MHRSD to discuss mental health and disability supports and quality standards, facilitated by the World Bank.



Visit from Hong Kong

We welcomed a visit from a delegation of mental health professionals from Hong Kong led by The Hong Kong Council of Social Service and Hong Kong Joint Council for People with Disabilities to discuss mental health recovery and peer work.



Let's Do Lunch with Rosie Batty

Rosie Batty AO inspired guests at Flourish Australia's *Let's Do Lunch* International Women's Day event, sharing her courageous journey and calling for action to end family violence and achieve gender equality.



Ministerial Visit

The Rural Mental Health Support Hub in Queanbeyan was delighted to host a visit from the Hon Emma McBride MP, Assistant Minister for Mental Health and Suicide Prevention and Assistant Minister for Rural and Regional Health, local Member and Minister for Regional Development, Local Government and Territories, the Hon Kristy McBain MP, and CEO of Coordinaire (South Eastern NSW PHN), Prue Buist.

This year, Flourish Foundation Australia has continued to prioritise fundraising, strategic communications, and partnership development. Each initiative has been aligned with our mission and focuses on fostering stronger relationships within the communities we serve.



In 2024-2025 total **fundraising** revenue reached \$110,000, which included a significant \$22,000 bequest from someone in Queensland.



Our **social media** presence grew significantly, achieving over 1.75 million impressions and nearly 10,000 Facebook interactions, reflecting a strong and growing community interest in our work.



Additionally, we received in-kind support valued at **\$109,000**.



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



Women & Children's Program

The Women & Children's Program, supporting Mums with mental health challenges and their children, remains a cornerstone of our philanthropic efforts. This year, we welcomed Ciroa Beauty as a new supporter, who committed \$1 per online order to the program.



Her Excellency the Governor-General visits the Women and Children's program

We secured a USD\$25,000 Airbnb Community Fund Grant, awarded through Airbnb Global's Community Fund initiative, which will directly support the program's growth and sustainability. This achievement was made possible through the leadership of Felicity Stevens, a former member of Airbnb's Global Host Advisory Board (2022–2024). Felicity championed our application and visited our site in Western Sydney to witness the program's impact firsthand. Her advocacy has helped elevate the program's visibility on an international scale and aligns with her commitment to sustainability and community empowerment.

Our Foundation Committee Members

Prof. Elizabeth More AM
Paula Davies
Peter Leunig
Mark Orr AM
Alison Ray
Simon Rosenbaum
Rachel Slade
Kareem Tawansi

Our Foundation Ambassadors

John Brogden AM
Herb Elliott AC
Pippa Hallas
Stuart Lloyd-Hurwitz
Luc J Longley AM
Janet Meagher AM
Peter Robinson
Jonathon Welch AM

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

First Nations Healing and Cultural Engagement

We continue to deepen our commitment to First Nations social and emotional wellbeing. In partnership with Uraah Innovations and Cultural healing, the foundation supported cultural healing workshops on Kamilaroi Country in Moree. This included language learning, traditional food sharing, storytelling, and medicine preparation. These workshops were designed to support mental health recovery through cultural connection and have been well received by participants and community leaders.

Physical Health and Recovery Research

Flourish Australia continues to integrate physical health into its recovery-focused services. In collaboration with Dr Oscar Lederman from University of Technology Sydney (UTS), we helped secure funding for student placements and a PhD scholarship at Buckingham House, supporting research into exercise physiology and mental health recovery. We also were part of a successful research project submission, funded by SPHERE, which saw a new exercise program introduced at Buckingham House supported by Exercise Physiologists and UTS Exercise Physiology students.

YPO Visit to Buckingham House

In June 2025, Flourish Australia was honoured to host the Young Presidents Organization (YPO) Sydney at Buckingham House for a special event titled *Mental Health: The Power of Understanding and Early Action*. The event featured powerful insights from foundation ambassador John Brogden AM, who spoke candidly about leadership, suicide prevention and mental health. We are especially grateful to YPO Sydney for their generous \$2,000 donation at the conclusion of the event, which will directly support our ongoing programs.

Mid-Year Giving Campaign

Our Winter Appeal Campaign featured Sheriden's story, a powerful narrative of recovery and resilience. The campaign launched on Mother's Day, evoking a deep emotional connection with supporters and highlighting the urgent need for trauma-informed support for mothers and children. It built on the success of our 2024 Mid-Year Giving Campaign, using targeted digital outreach to engage donors. We achieved nearly 10 times more social media impressions compared to last year, demonstrating increased public interest and engagement with our initiatives.

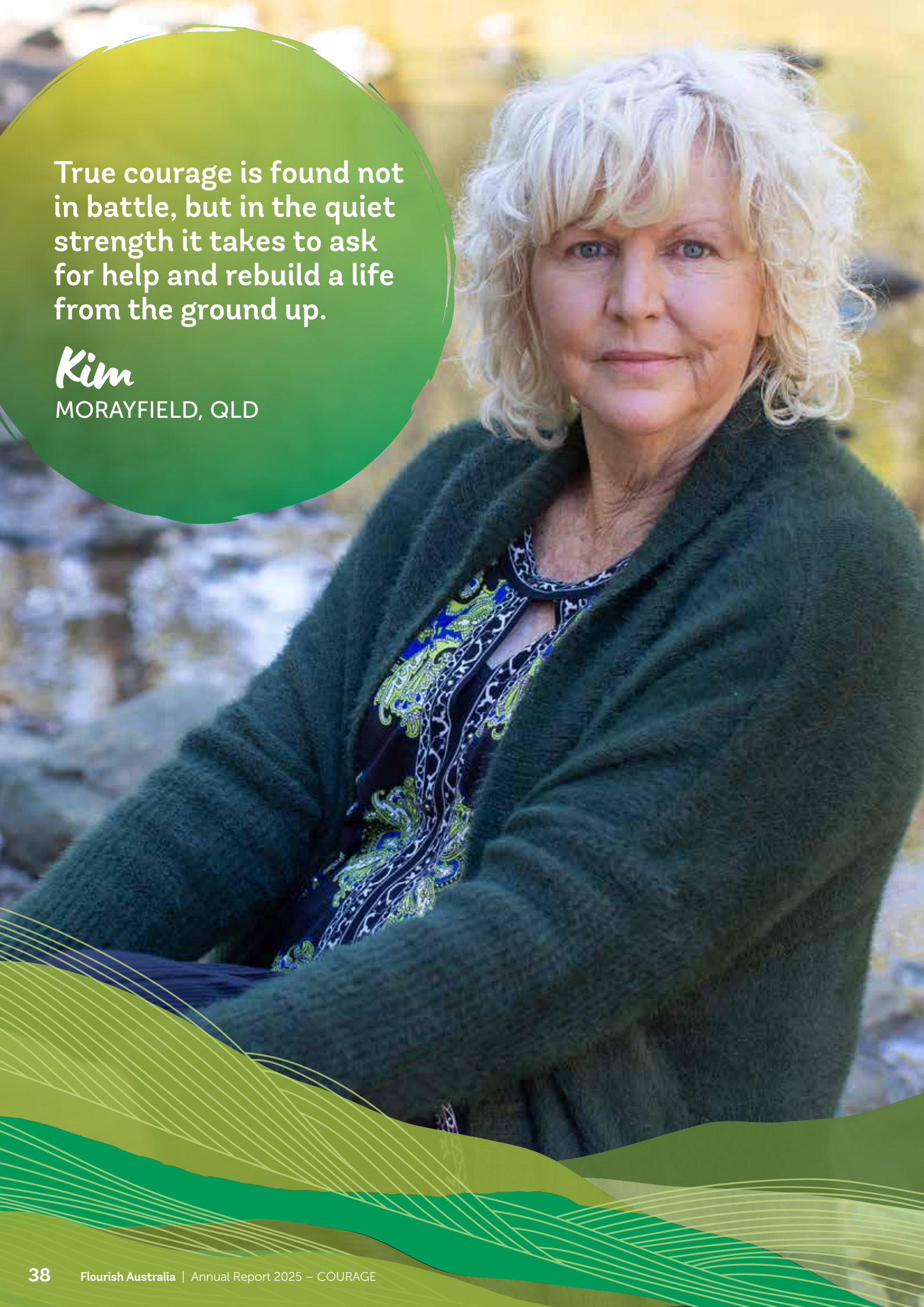
Foundation Leadership and Engagement

We extend our gratitude to the Foundation Committee Members and Ambassadors for their continued support. This year, we welcomed new members, board directors Kareem Tawansi and Paula Davies, and Ambassador, Stuart Lloyd-Hurwitz, and celebrated the contributions of Hugh de Kretser and Marianne Broadbent who stepped down.

Foundation Ambassadors have played a vital role in expanding our networks, including introductions to philanthropic foundations and corporate supporters.



Peter Neilson (left) and Felicity Stevens (2nd from left), Chair Australia Airbnb Host Group visiting the Women and Children's Program



True courage is found not
in battle, but in the quiet
strength it takes to ask
for help and rebuild a life
from the ground up.

Kim

MORAYFIELD, QLD

Kim's Story

I'll be honest – asking for help has never come easy to me. It's the Defence training: independence is drilled into you, and needing help is too often seen as a weakness. But the truth is, strength is KNOWING when to reach out.

When Deb from Flourish Australia at Caboolture first arrived at my home, I was nervous. But Deb's warm smile and genuine presence immediately put me at ease. She didn't rush. She listened with kindness and no judgement. That first meeting felt like a breath of fresh air.

I'll never forget walking through the doors at Caboolture and being welcomed not just by one or two people but by everyone. Staff members paused what they were doing- turned away from their computers- to greet me. ME. For the first time in a long time, I felt seen.

What came next truly blew me away. I was asked by one of the support workers a simple question: 'What do you enjoy doing in life?'

I was stunned, because no one had asked me for a long time. It was asked with genuine curiosity, as part of a conversation. I felt something I hadn't in a while: Hope.

The kind of hope that whispers maybe I can rebuild. Maybe there's still space for joy and maybe, just maybe, I'm allowed to flourish too.

I had been honoured to be the first female in the Australian Defence Force, Army within Aviation Corps – a milestone that gives me immense pride to this day. It was a time of discipline, structure and breaking barriers. Being part of that pioneering moment wasn't just a job, it was history and I was living it.

But everything had changed. My time in the Army came to an unexpected end due to severe multiple injuries, leading to medical discharge. I've had to let go of many life long passions – scuba diving, sailing, painting, running, cycling and swimming. Letting those go has been heart breaking. They weren't just hobbies, they were part of who I was.

I felt abandoned when I left the Army. The sense of mateship – of being part of something – vanished overnight. It was as if the family I belonged to suddenly disappeared, and I was left standing alone with no map, no compass and no support.

The military structure that held everything together gave me nothing to hold onto once I was discharged. I had to



apply for a Medicare card, which was far more complicated and delayed than it should have been. I had no rental history to show when applying for housing. No employer references to call, despite years of service and discipline.

Those early days of transition were some of the toughest of my life.

That's why I often think about becoming a transition support person. Not an advocate because advocates focus mostly on claims, like injuries or mental health claims. I needed all connections sorted out – so stepping into civilian life was not unprepared and unsupported.

Looking back, I wish someone had done that for me!

We all took an oath to serve our country Australia. No one who served their country should feel discarded. Transition should be a bridge, not a cliff.

Since leaving the army, I haven't returned to work. But I have found something just as valuable – Connection.

Now, I've committed myself to rehabilitation, not just physically, but mentally and emotionally. For the first time in years, I've ventured out of my home. I've visited the art galleries, wandered by rivers, stood in awe at a waterfall, and taken in the pure peace of nature on scenic drives.

To the Flourish Australia team, I have nothing but deep gratitude. You helped bring me back to life. You've helped me laugh again, talk again and feel like ME again.

Kim is back. The woman that was lost so many years has found her way back home.

Kim's story has been written in collaboration with Panorama

86%

of respondents reported the service provides opportunities for engagement, choice, and active involvement in delivery*

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:

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 and safety, and advising the Board on services.

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, including artificial intelligence, by staff and people accessing supports.

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.

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.

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 up to three Members who volunteer their time.

Vale

John Hall AM

John Hall joined Psychiatric Rehabilitation Australia (the name had changed from Psychiatric Rehabilitation Association some years earlier) (PRA) Board in 1993. He remained as Board Chair of PRA until 2012 when the merger between PRA and Richmond Fellowship of NSW (RFNSW) occurred. He then became the Board Chair of RichmondPRA Limited and RichmondPRA Services Limited.

PRA underwent significant change and development under John's leadership. His strong commitment to recovery-oriented services saw the organisation expand significantly with a focus on employment support, accommodation support, and learning skills and being part of local communities, and to begin to move outside of NSW. It also started to venture into developing the peer workforce.

It was under John's leadership that Janet Meagher AM joined the PRA Board in the late 1990s, and was subsequently employed as part of the organisation's executive. That was a Nation- if not World- leading step forward for lived experience leadership and governance.

John expertly led the PRA side of merger discussions in 2011/2012. He played an important part in ensuring the new Constitution reflected the history of both organisations, and provided principles and commitments in relation to the shape and focus of the organisation through the inclusion of specific commitments made by the Directors. He was responsible for establishing the workings and leadership of the new Board, consisting of five directors each of PRA and RFNSW, and guiding the organisation through the period of consolidation post the merger date.

As Board Chair, John always kept his focus on good governance, promoting lived experience as central to what the organisation is guided by, and delivering high quality recovery-oriented, trauma informed supports.

John continued his association with Flourish Australia after leaving the Board. John and his wife, Jenny, were a regular attendees at AGMs.

He agreed to be part of the Director Remuneration Committee when it was established, appointed by the Members, and continued in that role until late 2024.

John was appointed a Member of the Order of Australia in 2020 for significant service to community mental health, and to business.

John was also Chair of Bank of China (Australia), and CEO of the Australian Institute of Company Directors and Austraclear. His extensive experience as a Company Director also included five years with Hockey Australia from 2007 to 2012.

Given his outstanding contributions to the organisation for over 30 years, and to the mental health sector more broadly, the Board appointed John a Life Member in March 2025. His citation reads:

"For meritorious service to Flourish Australia and exceptional commitment to the wellbeing of people with a lived experience of a mental health issue, their human rights, recovery and integration in the community."

John was instrumental in making the organisation what it is today – its culture and leadership.

Flourish Australia and the mental health sector in Australia generally owes him a great debt. We will miss him.



John Hall (left) with John Feneley, former Mental Health Commissioner of NSW

Chapter 4

Workforce and Culture



42%

of frontline positions
are Peer Workers



Workplace Gender Equality

We submitted our annual Workplace Gender Equality report to WGEA, showing an average gender pay gap of +7% (2024: 4.88%), slightly above the $\leq +5\%$ target. Following Board review, we formed a Workplace Gender Equality Working Group to drive improvements across all performance areas.



Learning & Development Strategy

We developed a L&D Strategy with a focus on three areas: Pillar 1: Translate learning into quality practice and outcomes; Pillar 2: Leaders of the future; and Pillar 3: Love of learning culture. And to support the strategy, we developed an online L&D Hub to help bring our Capability Framework to life.



Change Agents

We trained 50 team members as change agents to support the rollout of Flourish Connect, our new service database. This was a development of an enhanced focus on leading and governing change across the organisation.

90%

of staff who responded
report a strong connection
with the purpose and
values of Flourish Australia[#]



It takes courage to step
out of isolation and into
connection, especially
when the journey has
been long and uncertain.

Mazen

LIVERPOOL, NSW

Mazen's Story

During my time with Flourish Australia's Connector Hub program, I have been able to overcome the social isolation I experienced since I became unwell about 17 years ago. I have been able to manage my thoughts, change my thinking and not dwell on tragic things. My support workers at Liverpool have also backed me in my application for NDIS funding.

I want to become more independent and more confident. I'm a bit shy around people. After finishing school, I worked as a process worker, spent three years sorting at Australia Post in Sydney, and then from 2007-2008 I worked in a chicken factory. Around this time, I started to become mentally unwell.

I spent three weeks in hospital. I was diagnosed with schizoaffective disorder and obsessive compulsive disorder. I have been admitted to hospital three times, but not since 2022.

Sometimes I feel worried about the surrounding areas but I am okay with the support and medication. I find these help me a lot.

Like many people, I am not naturally a very sociable person—however being mentally unwell can lead to levels of personal isolation that are not healthy even for quiet people. I sometimes find motivation to be hard.

This is why during my time with Flourish Australia at Liverpool, I have participated in activities like outings, art group, movies, picnics, barbecues, walking and just talking with others. The outings have included walks around local Liverpool landmarks like the Casula Powerhouse precinct on the Georges River. I have also been fishing at The Entrance and even fished from a lake in Blacktown. Another trip I liked was to the set of 'Home and Away' at Palm Beach NSW. I also like to go on family picnics.

I like watching Arabic movies with my family. I was born in Australia though my parents came from overseas. I can speak and read in both Arabic and English. My brother is very understanding about my mental health issues, I think it was harder for my parents to understand what was happening but they have still been supportive.

My brother plays guitar and sometimes I enjoy singing along with him, I like to do a bit of gardening too.



I feel that the support I received through Flourish Australia was essential for my recovery and I want to continue receiving support through the NDIS to continue to build hope for my future recovery.

It was not easy for me to gain NDIS access as the NDIA thought it would be more effective that I should first try other treatment measures. This is not what I thought would be best for me, nor what I wanted, and with my permission Flourish Australia supported me in making my own case. According to my support coordinator, Tam, my successful journey shows the importance of everyone working together as a team, including my family, my psychiatrist, psychologist, and GP. Over the past three years they have advocated for me and supported me to connect with my treating teams... and in April 2025 I was finally successful in gaining access to NDIS!

Now I have the reassurance that I will continue to receive the support I need to maintain wellness and the courage to go forward on my recovery journey.

Mazen's story has been written in collaboration with Panorama

89%

of respondents said Flourish Australia met their needs, including respecting culture, gender, faith, and personal values*

People & Culture *Update*

Talent Acquisition and Retention

Over the past 12 months, the Talent Acquisition Team has diligently supported hiring managers in their recruitment efforts. The new Queensland Commonwealth Psychosocial Supports programs necessitated the recruitment of 38 new staff members in regions previously unexplored by Flourish Australia. Through effective collaboration with local leaders, we successfully recruited new staff in regional Queensland towns such as Emerald, Biloela, and Agnes Water. Additionally, the team achieved notable success in filling long-standing vacancies within our regional New South Wales teams, resulting in these teams now being fully staffed.

The Talent Acquisition team also re-launched the "Why Not a Peer Worker?"® Strategy, targeting Peer Work recruitment campaigns to ensure people accessing Flourish Australia services have access to the support of a Peer Worker. These targeted campaigns, in collaboration with hiring managers, have resulted in over 40% of all frontline roles at Flourish Australia being filled by Peer Workers, and well on track to achieving our strategic goal of 50% of all frontline roles being Peer Workers by June 2026.

Additional investment has also been made in improving employee benefits, with the Talent Acquisition team developing a new draft Employee Value Proposition (EVP) strategy. The EVP aims to attract new staff members and outline the benefits for current employees. One of these initiatives is the quarterly Reward and Recognition program, which allows Flourish Australia staff members to nominate their colleagues for excellence in their specific field. The EVP is currently being co-designed and aims to be launched by December 2025.

The Talent Acquisition team is excited to be continuing to partner with hiring managers to strategically plan and forecast hiring needs as our programs continue to change and expand. We will be working on our Employee Referral Program, looking to strengthen our Student Placement pathways and the ways that technology and automation can help us improve the efficiencies and effectiveness of Flourish Australia's recruitment practices.



38 unique award winners for quarterly Reward & Recognition



RECRUITMENT CAMPAIGNS
500 published jobs (internal & external)



INTERNAL PROMOTIONS
54 permanent opportunities
76 acting opportunities



220 New Staff members over FY 24/25

Learning & Development

Building a Culture of Learning: Our First Year of L&D Strategy in Action

This year marked the exciting launch of Flourish Australia's Learning and Development (L&D) Strategic Plan 2024–2027—a bold commitment to cultivating a culture of connected and continuous learning, intrinsic motivation, and service excellence. Guided by our three strategic pillars—Quality Practice and Outcomes, Leaders of the Future, and Love of Learning Culture—we've made significant strides in transforming how Flourish Australia's workforce learn, grow, and lead.

Quality Practice and Outcomes

At the heart of our strategy is the belief that learning should directly translate into better outcomes for the people we support. Over the past 12 months, we have embedded this principle through a range of initiatives that strengthen onboarding, build capability, and align learning with our Capability Framework.

We launched a comprehensive Onboarding Learning Journey tailored to different roles across the organisation. This included specialised onboarding for our frontline service delivery workforce, Support Coordinators, and Support Hub team members, ensuring that every new team member begins their journey with clarity, confidence, and connection.

We also introduced Onboarding Workshops for all new team members, creating a consistent and engaging welcome experience that reflects our values and expectations. These workshops are designed to foster early engagement and set the tone for a culture of continuous learning.

In line with our commitment to quality practice, we adopted a skills-based approach to CANSAS Conversations, equipping staff with the tools and confidence to have meaningful, person-led discussions that support recovery and wellbeing.

Another initiative was the rollout of the Employment Conversations and Transferable Skills Appraisal (ECTSA) Learning Journey, which includes both e-learning modules and a dedicated ECTSA workshop. This initiative supports our frontline teams in delivering quality conversations to help people explore and find work opportunities.

★ **18,850** hours of training was delivered

★ **11,530** delivered online

★ **7320** delivered face to face

★ **146** people attended the new onboarding workshop since launch in February 25

"This training was amazing. As a new staff member at Flourish Australia, it really concreted the e-learning modules and answered a lot of questions. I feel as though I have been set up to succeed with all the right skills to work within Flourish Australia."

Peer Worker

who attended onboarding workshop

Leaders of the Future

Developing our people leaders is central to our vision for the future. This year, we launched the Leaders of the Future program, which includes a tailored Leadership Onboarding Workshop as part of the broader Onboarding Learning Journey. This initiative supports new and emerging leaders to step into their roles with purpose and clarity.

We also continued the ACWA / CCWT Capability Leadership Program (CLP), designed to build leadership capability across all levels. The CLP empowers leaders to coach, mentor, and inspire their teams, creating a ripple effect of growth and performance throughout the organisation.

Love of Learning Culture

Perhaps the most transformative shift has been in how we think about learning itself. We have moved beyond traditional training models to embrace a Love of Learning Culture—one that is accessible, engaging, and embedded in everyday work.

A key enabler of this shift has been the launch of our new Learning and Development Hub—a centralised, user-friendly platform that brings together learning resources, tools, and opportunities in one place. The Hub has already become a cornerstone of our learning ecosystem, making it easier than ever for employees to access what they need, when they need it.

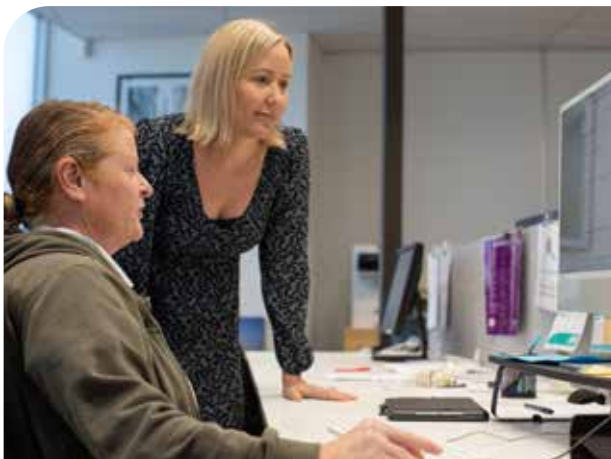
Learning & Development continued...

To support planning and visibility, we introduced the Learning and Development Learning Calendar, giving teams a clear view of upcoming workshops, programs, and events. This calendar reflects our commitment to democratising learning and making it easier for everyone to engage.

We also rolled out a refreshed Learning and Development Strategy and branding, helping to raise awareness and build excitement around learning across the organisation.

L&D Hub

With the L&D Hub now live and momentum building, we look forward to deepening our impact in the years ahead. Together, we are building a Flourish Australia where every person has the opportunity to grow and flourish.



300 unique users in the first 2 months since launch



9,200 site visits

"I love how visually appealing it is, that it's all in one place. I think that the hub will inspire more people to engage in professional development."

Team Coordinator

Workplace Gender Equality Action Plan

Flourish Australia is proud to be an inclusive and highly regarded employer in the mental health sector. A fundamental component of our success is the professionalism and dedication of our team members with their amazing commitment to excellent service delivery. Obviously, equitable workplace practices and ongoing career and skills development plays a crucial role in achieving this.

Gender equality is core to positive employee engagement, and we have participated in the national Workplace Gender Equality Agency's reporting for many years. These reports provide important information to the national policy makers regarding how effectively men and women are being treated equally in all aspects of their employment conditions and opportunities. This encompasses much more than paying equally for work of equal value, which of course is a legal requirement and has always occurred within our organisation.

Australia's National workforce 2023-2024 WGEA figure calculating the difference between the median pay for men and women, (expressed as a percentage of men's pay) was 18.3%. For Flourish Australia it was 1.6%. A result within a margin of plus or minus 5% is considered a good outcome, so we are pleased with our result, it is possible we can do more.

Consequently, this year we have established a Flourish Australia Workplace Gender Equality Working Group which is responsible for determining and promoting the organisation's Workplace Gender Equality Action Plan. These committed team members and managers represent a broad cross section of the organisation and are utilising the WGEA Workplace Gender Equality Action Planning Playbook to thoroughly investigate our past results and develop and implement effective workplace gender equality action plans. This further complements our important strategic plan pillar relating to Workforce and Culture.

The finalised gender equality action plan will be a document that outlines the actions we will prioritise and track to enable equitable outcomes for all genders thereby ensuring our workforce remains united, diverse and inspired and whose culture ensures a uniquely blended workforce continuing to deliver excellent supports.

Who we are

Flourish Australia is proud of the diversity amongst our **805** team members.



15%

of our team identify as LGBTQIA+



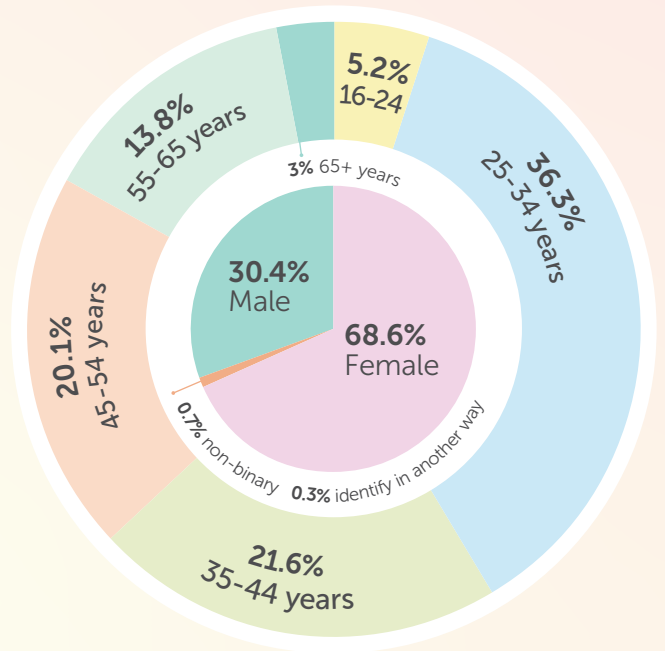
5%

of our team are Aboriginal or Torres Strait Islander



22%

of our team are Culturally & Linguistically Diverse



Thank you to the

33 student volunteers

who undertook their placements with us



58%

of our team have lived experience



Flourish Australia received an employee net promoter score of

+12[#]



73 out of 83

complaints were resolved within 28 days

with a median resolution time of 15 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
(resigned November 2024)



Paula Davies

BEd, LLB, Grad Dip Leg Prac,
Grad Dip Psych Stud, GAICD
Appointed 19 November 2024
Digital Capability Committee
Service Quality & Safety
Committee



Theresa Effenev

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*
Flourish Foundation
Committee



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



Lisa Gott

General Manager, Lived Experience Leadership and Advocacy

Lived Expertise with 15 years in Lived Experience Leadership positions
Lived Experience Executive Leadership training



Megan Hancock

Chief Financial Officer

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



James Herbertson

General Manager, Services

Master of Business Administration, GAICD



Fay Jackson

General Manager, Inclusion

BCrea Vis Arts, Dip Ed
Fay left the organisation in September 2024



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
Andrew left the organisation in March 2025



Julie Fraser

Manager, Administration and EA to CEO

BA in Professional Writing

Chapter 5

Sustainability and Resilience



Innovate Reconciliation Action Plan

We completed the development of our Innovate RAP, which was approved by Reconciliation Australia. This built on work we did in our Strong and Deadly Together Plan which was published in 2021. Six months in, we have already completed 17 of the actions and made significant progress on many others.



Artificial Intelligence

We developed a Generative AI Policy to guide staff about the use of AI in our work. In addition, we undertook a trial of MS CoPilot to develop and consider use cases for its application.



The Year Ahead



Social Impact Framework

We will finalise and publish our Social Impact Framework and begin reporting against it, supported by Flourish Connect.



Diversity Council

We will establish a Diversity Council to guide and co-ordinate our diversity, equity and inclusion program and activities.



Family, Carers and Kin Advisory Committee

We will establish a Family, Carers and Kin Advisory Committee to ensure their voices and support needs are clearly articulated, and influence our programs and supports.

A woman with red hair, wearing a blue denim shirt, is smiling and holding a small black and tan dog. The dog is looking towards the camera with its mouth open. The background is a soft-focus outdoor setting. A teal circular graphic is in the top right corner, and a teal wavy graphic is at the bottom.

Courage is daring to
dream again after
being told you weren't
enough – and proving
that you are.

Heather-Jean
MAITLAND, NSW

Heather-Jean's Story

While at school I had a dream of becoming a vet, and I'd bring my stuffed animal toys in to 'show and tell' to prove it. But I was bullied quite a lot and left in year nine because of it. Then I asked myself whether it was realistic for me to work with animals. I decided, no, it was never going to happen. And so that is how I ended up working in fast food.

Again, I was bullied. The manager did not seem very concerned about staff welfare, even refusing us toilet breaks. 'You are here to work, not take toilet breaks.' One day, during a nine hour shift I had a mishap that required a change of clothes. That was humiliating enough; but then I was fired.

This led me to fall into a severe depression. I lost hope, I stopped eating. I stayed in bed.

Fortunately, since 2022, I have had the support of Flourish Australia's Disability Employment Service at Maitland. Flourish Australia has been the most incredible place. It is not just another 'job-net' outlet.

When you experience bullying you have to talk to someone, or it will fester and you might lose hope. There is such a big power in hope. Talking can be scary, but being scared is a completely OK emotion to have if it can be used to urge you to keep fighting.

I could not have had a better consultant than Sean. He helped me to see that you sometimes have to fight for things, and at the end of a storm comes the rainbow. Sean would encourage me to visit my GP and my therapist and help me keep on top of things.

Best of all, talking to Sean about my employment interests and priorities made me rekindle the dream that I had previously given up on. Why not work with animals? My mother has worked with cat rescue and I have always had animals around me including wildlife. Mum taught me to feed the wild kookaburras with worms.

I have a one-and-a-half-year-old Jack Russell called Violet, a nine month old dachshund called Sadie, and a four-year-old Kelpie Border-Collie cross called Benji.

I decided the first thing to do was to work on my mental health, then continue my education through TAFE, then find a job working with animals.



I am now working on a Certificate III at Kurri Kurri TAFE and I love it. Through this course I have met my two best friends and supporters.

Another door that opened for me was at the RSPCA animal shelter. I persisted and now I spend my Tuesday mornings with cats doing health checks, feeding and changing the litter. The best part is in the afternoons when I help 'socialise' the cats for adoption.

I plan to expand my volunteering to include dogs and pocket pets (like guinea pigs)! My friend is doing a Certificate IV in Vet Nursing. I'll take one step at a time, but I would really love to do that too!

Look at me now! I'm in the Animal Care industry. For Volunteer Week advertising on Facebook I appeared in a short film they posted! It is OK to have a dream! Take the reins and don't settle for less. You are worth so much more than a bully would realise.

Heather's story has been written in collaboration with Panorama

91%

of respondents said it is important to participate in activities they enjoy*

Community Business Update



The new Buckingham House program will allow up to 12 Hospitality Assistants to complete their Certificate II in Hospitality.

Employment is a key pillar in many people's recovery, providing them with a place to express themselves, develop and use their skillsets, and pursue their recovery, whilst completing important jobs for organisations across NSW.

Buckingham House Hospitality Program – A New Pathway for Employment

A key initiative this year was the commencement of the Certificate II in Hospitality initiative based out of Buckingham House, Surry Hills. Thanks to a grant from the Department of Social Services, we received \$500,000 as part of the Structural Adjustment Fund. This is focused on developing an exciting new employment opportunity for people with complex mental health issues.

As a result, we were able to undertake a refit of the Buckingham House café kitchen. We have also partnered with a Registered Training Organisation (RTO), Barringtons, who will support employees to complete a Certificate II in Hospitality, whilst running a full commercial kitchen at Buckingham House to provide meals for members and catering for selected events.

This model has allowed us to evolve our supported employment options, offering another alternative to our gardening services, cleaning initiatives and packaging plants across the Sydney and Hunter regions. This new option provides yet another employment pathway for those whose employment goals have not previously aligned with the other employment services that we offer.

Lawn Maintenance, Gardening and Cleaning Services

Our services, based out Sydney, continue to offer quality supports to key customers including the Department of Communities and Justice (DCJ). This arrangement with DCJ delivers social and financial returns:

Expanded services: This investment included courier services and vehicle cleaning across DCJ sites.

Government savings: The employment opportunities created reduce reliance on disability support pensions, and enables people to return to work, allowing them to contribute to the workforce and pay taxes.

Our St Marys base for lawnmowing, gardening and cleaning shifted late this year to North Parramatta. This creates the opportunity to explore new partnerships in the local area with others that align with our values.

Sadly, with financial pressures across the organisation we made the difficult decision this year to close our community business service in Tamworth. This was no reflection on the quality of work done by our team, and we remain grateful for their efforts.

Prestige Packaging – Harris Park & Marrickville

Our teams continue to provide quality services from our Harris Park and Marrickville sites, including providing packing solutions for companies such as 3M and Black Box. Additionally, our Return to Sender Mail Service contract with DCJ has been renewed for another 5 years, while our Courier service continues to support key clients across large portions of Sydney.

Employment continues to be a vital aspect of our work, and we always encourage Flourish Australia staff to have conversations about employment with people accessing services across the organisation. 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. We acknowledge the hard work of all our teams to support people into ongoing employment opportunities and the value this brings to many people's ongoing recovery.



Flourish Australia's
Community Business
supports nearly
200 EMPLOYEES



2 Employees
moved on
to open
EMPLOYMENT



1 Employee
attending
UNIVERSITY



2 Employees
studying
at **TAFE**

"My employment at Harris Park means that I can contribute to society and earn some extra money. It makes me feel useful. I look forward to seeing my work friends."

Heidi

HARRIS PARK, NSW

Environmental, Social, and Governance *Factors*

We are committed to ethical conduct, social impact and good governance, and playing our part in relation to sustainability and protecting the environment.

Our objectives are:

1. Commitment to prevention of pollution;
2. Providing a safe and healthy workplace;
3. Energy and resource management to reduce our carbon footprint;
4. Continual performance improvement in health, safety and environmental sustainability to reduce the environmental impacts of our activities; and
5. Increase employee awareness and training in the implementation of our Environmental Quality Assurance Policy.



We are committed to pursuing opportunities for improvement in the following six areas:

1. Energy

We will optimise energy use and utilisation of renewable energy. Reducing energy use and increasing energy efficiency through switching to renewable energy wherever possible; reducing waste; exploring the inclusion of electric and hybrid vehicles as part of our motor vehicle fleet; purchasing carbon offsets for electricity and gas use and transport, including air travel; and monitoring the carbon footprint of suppliers.

2. Waste

We will focus on better waste management, reducing costs and indirect carbon emissions with increased organisational commitment to recycling. We will improve the quality of our physical environment by securing and monitoring the enforcement of strict health and safety standards for contaminants and pollutants and use environmentally sustainable packaging where possible.

3. Models of care and support

We will use efficient scheduling and digital tools, such as ehealth, live data sharing, teleconferencing and videoconferencing, to expand peoples' choices, increase efficiency, reduce travel and reduce the environmental impacts. We will also provide education to people accessing our services to assist them to reduce their environmental footprint, wherever possible.

4. Preventative health care

We will support people to stay healthy and connected to help reduce the pressure on the acute health care system, reduce admissions and avoid long hospital stays with their associated demand on resources.

5. Procurement

We will influence suppliers to consider environmental impacts; assessing the environmental impact of goods and services procured; reducing purchasing where possible; and procuring environmentally friendly products where it is not cost prohibitive.

6. Investment

We will strive to ensure that our financial investments are not contributing to the threat by divesting ourselves and our organisation of investments in carbon intensive and environmentally destructive activities and industries.

Over recent years, we have moved to a single electricity provider for most of our sites and integrating fleet management arrangements. This has led to gradually transitioning to a hybrid motor vehicle fleet, and is enabling us to begin to measure and reduce energy consumption. We have established work health and safety and environmental management programs, both certified against relevant ISO Standards ISO 45001:2018 and ISO 14001: 2015, respectively. Our commitment to gender equity sees a majority of women on our board, a commitment to developing a workplace gender equity plan, and embedding lived experience leadership and governance across the organisation. We have commenced the development of a Social Impact Measurement Framework and Ethical Decision Making Policy, to accompany our Outcomes and Improvement Framework and co-developed organisational Program Logic.

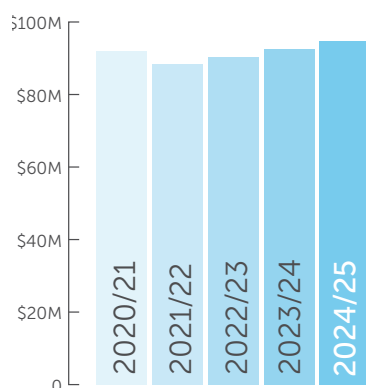
Reference: Flourish Australia's Climate Change and Environmental Sustainability Position Statement

Chapter 6

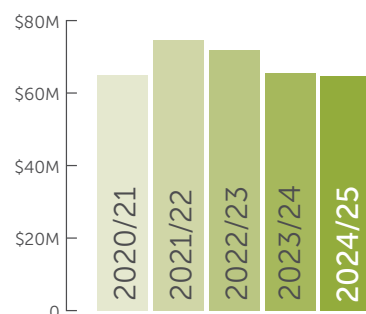
Financial Summary

Flourish Australia
financial trends
over the last
5 financial years:

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

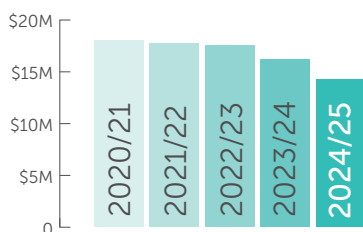


Our total **ASSETS** over
the last 5 financial years

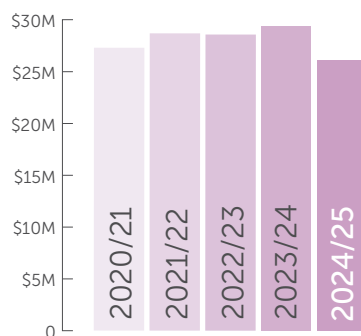




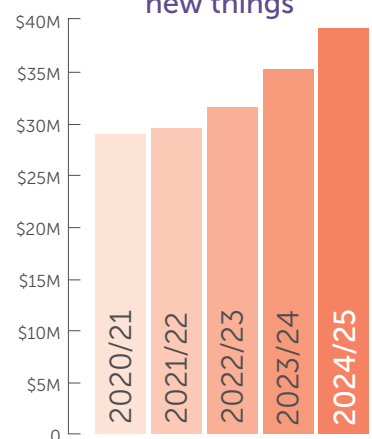
Working with people to find a job



Supporting people where they live



Helping people make friends, get involved and learn new things



At 30 June 2025 our financial position remains solid despite another challenging year

Our operating result for the year was a deficit of \$5.1 million.

This year we incurred expenses of \$3.5 million completing the development of our 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 and costs relating to the closure of unviable sites in which we had provided NDIS supports that were no longer financially sustainable. These expenses of \$3.5 million are considered to be one off and not ongoing in nature.

We also incurred an additional \$0.8 million in workers compensation provision net expenses for the estimated costs to reimburse icare for workers compensation claims for workplace incidents that occurred before 30 June 2025.

Our investment in Flourish Connect together with costs relating to the closure of unviable sites and workers compensation provision expenses totalled \$4.3 million, the majority of the overall deficit of \$5.1 million.

We continued to support people through government service contract funded programs, and these programs remain an important and growing part of what we do representing 59% (2023-24: 53%) of our overall revenue from ordinary activities in 2024-25. Providing support to people through the NDIS continues to also be a key way in which we provide support to people with psychosocial disability, now representing a reduced 31% (2023-24: 38%) of our overall revenue from ordinary activities in 2024-25.

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 2024-25 we increased our overall support in these areas, with associated costs representing 67% (2023-24: 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 2024-25 we continued our support working with people to find a job, with associated costs representing 15% (2023-24: 17%). During 2024-25 our administration costs as a percentage of our total revenue from operations decreased to 14.8% (2023-24: 16.5%).

During 2024/25 Flourish Australia sold 3 units developed at Guildford. Sales have continued to be strong, with 12 units sold after 30 June 2025 and another 6 units being actively marketed for sale. Management reclassified these 18 units with a net written down value of \$5 million from non-current investment properties to current assets held for sale as at 30 June 2025 as this is considered a more appropriate classification.

With respect to workers compensation in New South Wales, Flourish Australia participates in the NSW icare Loss Prevention and Recovery (LPR) premium model, under which it pays an annual insurance premium and remains responsible for the cost of workers compensation claims up to specified thresholds. Flourish Australia has been accounting for prior year compensation claim adjustments in the year the premium adjustment information was received from icare. The more appropriate way to account for these prior year claim adjustments is to create a provision. As a result, the affected financial statement line items for the prior 2023-24 period have been restated and a provision of \$6.6 million was created in the 2023-24 comparative results.



**View Flourish
Australia's
Financial
Reports Online**

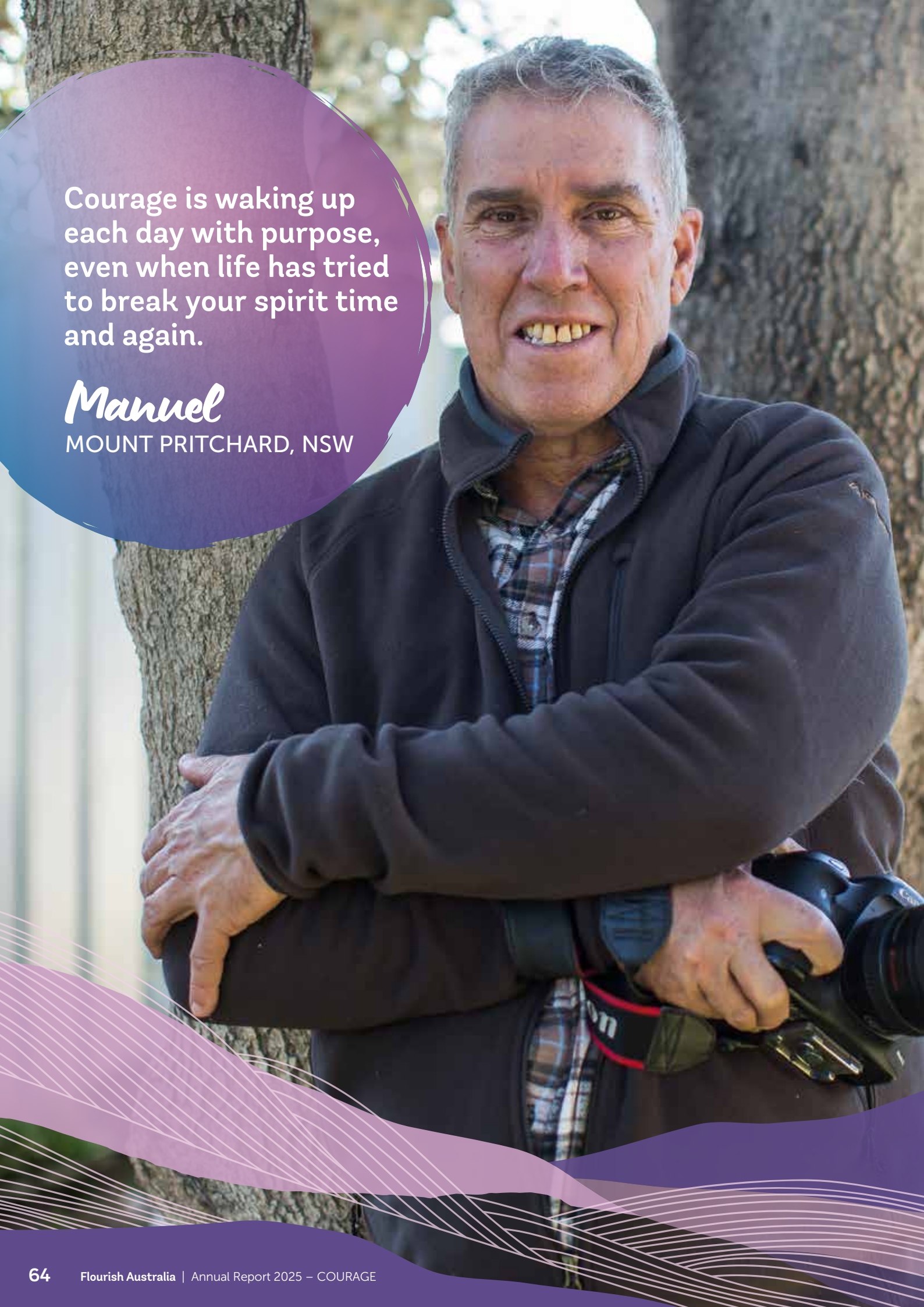
Gubbi Gubbi Country

2025 Financial Summary

OUR SOURCES OF REVENUE	2024/25 \$'000	2023/24 \$'000
NSW Government	30,325	29,799
NDIS	28,912	34,533
Commonwealth Government	20,996	16,127
Other revenue from ordinary activities	6,116	4,927
Business Sales	3,433	3,792
Queensland Government	2,381	2,277
South Australia Government	1,804	526
Subtotal – Operations	93,967	91,981
Other income	832	619
Total Revenue	94,799	92,600

COSTS SUMMARY	2024/25 \$'000	Restated 2023/24 \$'000
Helping people make friends, get involved and learn new things	39,955	35,117
Supporting people where they live	26,594	29,377
Working with people to find a job	14,600	16,457
Other expenditure	18,734	18,066
Total Costs	99,883	99,017

OUR BALANCE SHEET AT A GLANCE	2024/25 \$'000	Restated 2023/24 \$'000
Assets		
Cash and cashable investments	11,460	13,620
Assets classified as held for sale	5,003	-
Receivables	3,366	4,028
Investment properties	3,177	9,293
Property, plant and equipment	23,961	23,798
Right of use assets	9,117	7,671
Intangibles	1,995	837
Other assets	6,068	6,660
Total Assets	64,147	65,907
Liabilities		
Accounts payable	3,660	4,471
Other current liabilities	6,976	6,398
Financial liabilities	3,400	1,700
Provision for staff LSL and holiday pay	9,424	9,127
Provisions	6,205	6,643
Lease liabilities	9,620	8,279
Total Liabilities	39,285	36,618
EQUITY	24,862	29,289



Courage is waking up
each day with purpose,
even when life has tried
to break your spirit time
and again.

Manuel

MOUNT PRITCHARD, NSW

Manuel's Story

From my heart I say this, Flourish Australia did not just change my life, It saved my life! If I had a choice between a multi-million dollar win on the lottery and my involvement with Flourish Australia at Flowerdale Cottage, Liverpool, I would turn down the money! I am so grateful because the day before I was referred to Flowerdale Cottage, I was sitting alone and wondering what there was to live for. I had had enough of life.

It is true that in my life I have had some traumas, disappointments and deceptions that left me with a broken heart. My mother died when I was an infant and my father sent me to an orphanage. It was so traumatic that even though I am a Catholic, I cannot attend church because it would traumatise me so much. But that orphanage is now closed.

I am 64 and I have been sick with blood cancer. My doctor says although it cannot be cured, it is under control. Before, he was checking me every three months. But since I have been going to Flowerdale, he says to me Jose – he always calls me Jose instead of Manuel – 'you are as strong as a bull, and I will not need to see you again for six months!'

Flowerdale Cottage has helped both my mental and physical health. I help with the Barbecues. I look to see if people are busy and I am glad to help them if I can. I'll put it this way, there are people who are more sick than I am.

On Saturdays I go to a photography group. The teacher gives us homework and asks us questions about our photographs. For example, I explain to the teacher 'this is a very dark picture, or this is a very sunny picture, because sometimes I am up, sometimes I am down.' Also, on Thursdays I see a very nice therapist in Liverpool who teaches me things like how to control stress.

I was born in Portugal and began to work in construction. Later I went to France to work. My Grandmother, who was really like a mother to me, became ill and I had to leave my job in France and returned to Portugal to be with her until she passed away.

I came to Australia 37 years ago. I was married to my first wife for 36 years until she passed away seven years ago. I have two sons and six grandchildren, but I do not have much contact with them now. I remarried two years ago.



I have always worked, until I became sick. I have never liked to be on Centrelink. I always find jobs to do. Even if it is cleaning at night. I like to keep moving. I walk for 40 minutes in the morning and then sometimes at Flowerdale I do the Walking Group.

I thank God that, at a time when I could see no future, I was put in touch with the people at Flourish Australia. Flowerdale Cottage is my second home. I feel less isolated, and I wake up each day with plans for what I am going to do.

Manuel'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

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

Flourish Australia Consortia Partners include:

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

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

* 2024 Flourish Australia YES Survey (n=712)

2024 Flourish Australia X-Ref Engage Survey (n=388)

† Flourish Foundation Australia is an operating division of Flourish Australia ©Registered Trademark. Flourish Foundation Australia is a Registered Business Name of RichmondPRA Limited (ABN 66 001 280 628). RichmondPRA Limited is registered with the Australian Charities and Not-for-profits Commission (ACNC) and has the authority to fundraise in NSW (CFN 12259), ACT, VIC, QLD (CH3088), and SA.

‡ 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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Wangal Country

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Sydney Olympic Park NSW 2127

Phone 1300 779 270
Fax 02 8756 5050
Email hello@flourishaustralia.org.au
www.flourishaustralia.org.au

Flourish Australia Services is a Registered Business Name of RichmondPRA Limited (ABN 66 001 280 628), commonly known as Flourish Australia.



Where mental wellbeing thrives



Standards Wise
International Australia



We are a quality accredited organisation.
Flourish Australia is accredited against the
Aged Care Quality Standards.

Gubbi Gubbi Country

flourish[®]
AUSTRALIA

Where mental wellbeing thrives

Want more information?

Call 1300 779 270

Email hello@flourishaustralia.org.au

www.flourishaustralia.org.au

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Audited Annual Financial Report

RichmondPRA Limited

ACN 001 280 628

30 June 2025

RichmondPRA
Together, we're better.



RichmondPRA Limited

DIRECTORS' REPORT

For the year ended 30 June 2025

The directors present their report for RichmondPRA Limited for the year ended 30 June 2025.

Directors

The following persons were directors of the Company during the financial year:

Professor Elizabeth More AM (Chair)

Andrew Pryor (Treasurer)

Dr Josephine Anderson

Tom Brideson (resigned 27 November 2024)

Paula Davies (appointed 19 November 2024)

Theresa Effeney

Paula Hanlon

Megan Still

Kareem Tawansi

Jeremy Thorpe

What do we do?

RichmondPRA Limited (RichmondPRA : The Company) works in local communities to help people on their mental health recovery journey. RichmondPRA helps people:

To find somewhere to live that is safe and secure

People live in stable accommodation linked to the support they need because of the services RichmondPRA provides. This keeps people out of hospital, helps them to live independently, connects them to their communities, families and friends, and provides the platform for personal growth and recovery. Tailored programs ensure that women with children, young people and Aboriginal people can also benefit from this help.

To make friends, get involved and learn new things

Unique to RichmondPRA is a network of services around New South Wales, southern Queensland, Victoria, the ACT and South Australia used by people we support every month to engage in the broader life of their communities. Run by the people we support as much as the staff, these are places where recovery is enabled through member and staff led activities on site and in the community. People are able to feel safe while engaging in individual and group self-help programs around activities that the people themselves select because they are important to the individual's own recovery.

To get a job

RichmondPRA is the largest specialist employer of people with mental health issues in the country. We understand that finding a job can be the most important step on a person's recovery journey, and we understand what works best to help people get work ready. From employment placement programs to our employment programs help with everything from getting skills up to date, right through to providing full or part-time work in one of our community businesses or social enterprises. We are a leader in running businesses that create work ready people and meaningful employment opportunities for people with a mental health issue.

To get well and stay well

Finding the right place to live, getting a job, being supported and staying connected are all important components of the recovery journey. But in Australia, people with mental health issues also face the reality of a drastically reduced life expectancy because of poor physical health. RichmondPRA's Back on Track Health (BOTH) Program aims to help people stay on the right track. This program integrates holistic support, with a flexible, coordinated individual support system to help people who use our services maintain and improve their general health. We are also the Lead Agency for headspace centres in Bankstown, Broken Hill, Parramatta and Castle Hill providing comprehensive primary health, mental health and other psychosocial supports to young people.

DIRECTORS' REPORT

For the year ended 30 June 2025

To support others

RichmondPRA values the lived experience of mental illness. Over 50% of our staff disclose a lived experience of a mental health issue.

We have a commitment to ensuring access to a peer worker for support across RichmondPRA's geographic footprint. As such, RichmondPRA has a strategic goal of increasing the size of our peer workforce, providing a clear public statement of the value we place on the skills and understanding of people with lived experience, in the delivery of mental health supports.

A review of our operations for FY25

Overview of the Company

RichmondPRA has maintained a solid financial position, with \$6.7m (2024: \$7.8m) in cash equivalents and financial assets. We also hold a further \$4.8m (2024: \$5.9m) in investments which can be converted to cash in less than 1 week.

In 2024/25 the Company reclassified \$5.0m of investment properties to assets held for sale as the units to which these investment properties relate were either sold as at 30 June 2025 or are actively being marketed and are expected to be sold before 30 June 2026.

Operating result for the year

As detailed in this report, RichmondPRA's operating or trading result for the year was a deficit of \$5.1m (2024: deficit \$6.4m). This deficit was primarily due to finalising the development of a new integrated client management and scheduling system which will position us to achieve efficiency improvements together with enabling greater business and customer insights. This year we also continued to provide the necessary support via the National Disability Insurance Scheme which was more than the income able to be recovered.

Using resources wisely

RichmondPRA continues to invest cash where, after risk assessment, the Company will be able to maximise its investment income. Our Share Portfolio continues to pay good dividends and represents sound liquidity management.

Information on directors

Professor Elizabeth More AM

BA (Hons), Grad Dip Mgt,
M Com Law, PhD, MAICD

Elizabeth has been Chair of RichmondPRA Limited since 2015 and a senior academic across a range of universities, including Dean of the Macquarie Graduate School of Management and Deputy Vice-Chancellor at Macquarie and Canberra Universities. She has extensive experience on a number of NFP Boards (including NIDA) and in consulting to both private and public sector organisations. Professor More also has an extensive record of presentations and refereed publications, most recently in research on NFP's and NDIS issues.

Professor More has worked in executive education and has been called upon for expert media comment on issues related to management practice and education. Professor More has also been a Councillor on the NSW State Council of the Australian Institute of Company Directors and is currently on its NFP Chairs' Forum. Before becoming a university academic, she worked as a classical ballet dancer in theatre and television, and in the advertising industry.

DIRECTORS' REPORT

For the year ended 30 June 2025

Andrew Pryor

B Com, FCA, GAICD

Andrew is an experienced senior finance executive and leader. He has some 30 years of financial corporate experience, including over 20 years at Westfield Group, the industry leading ASX 20 property group, and over 5 years at Big 4 Accounting firm, PwC. Andrew is a Chartered Accountant Fellow (FCA) and a Graduate of the Australian Institute of Company Directors (GAICD). His professional experience at Westfield included 12 years as a Financial Group General Manager.

He is passionate about improving the mental health systems and services, applying his skills and experience to improve mental health services, particularly for young people. Andrew is a Board Director and the Board Treasurer of Mental Health Carers NSW (MHCN), the peak body for the advocacy of such Carers. Andrew was a Carer representative in the NMHCCF and a member and previously the coordinator of the headspace FAFC Advisory Committee for headspace mental health services in Western Sydney. Andrew has also been involved with Towards Zero Suicide initiatives and services with the Western Sydney LHD.

Andrew is a Carer for his daughter, supporting her on her mental health recovery journey. This has provided experience and insight into the mental health system, including public and private hospitals. This lived experience as a carer has provided a base for being a strong advocate for people with lived experience of a mental health issue and their families and carers.

Dr Josephine (Josey) Anderson

BA, B Med(Hons), M Med,
M Health Law, Cert Child and
Adol Psych, FRANZCP

Josey is a clinician, academic and teacher and is currently a consultant psychiatrist with the Early Psychosis Program at SESLHD, Conjoint Associate Professor at the UNSW Sydney and a Psychiatrist Member of the NSW Mental Health Review Tribunal.

Josey has specialised in Child and Adolescent Psychiatry in the public health system for more than 30 years. She championed the development of young people's services in Western Sydney, including our highly successful Young People's Outreach Program, and three Headspace centres. Josey also chaired the Consortia of Headspace Bankstown and Headspace Bondi Junction since their inception until she stepped down at the end of 2023.

Tom Brideson

Dip Hlth Sci (Mental Health),
M Appl Epi (Indigenous Health),
BA (Welfare Studies) (Part)

Tom is a Kamilaroi/Gomeroi man born in Gunnedah, NSW. Over the past 30 years Tom has been active in Aboriginal mental health workforce, health policy, social and emotional wellbeing (SEWB), clinical mental health care, suicide prevention, education, standards and leadership.

Tom was a Deputy Commissioner of the Mental Health Commission of NSW part-time, between 2018 – 2024. For the first 2.6 years Tom was the inaugural CEO for Gayaa Dhuwi (Proud Spirit) Australia from 2020, after being involved in its establishment whilst Chairperson of NATSILMH, which developed and launched the Gayaa Dhuwi (Proud Spirit) Declaration in 2015. Also, between 2020 – 2022 Tom was a Co-Chair of the National Mental Health Workforce Strategy Taskforce which took care to align with the National Aboriginal and Torres Strait Islander Health Workforce Strategy and was also a member. Tom was a Board Member of Flourish Australia between 2022 – 24. Tom has a sound peer reviewed publication record and has been awarded multiple peer nominated awards throughout his career.

More recently Tom has refocused his career and is currently employed locally (part-time) at Lifeline Central West NSW. Tom has provided targeted work/advice to a range of organisations some include SANE Australia, ARTD, ALIVE and Kinchela Boys Home Aboriginal Corporation.

In a voluntary capacity, Tom is the Deputy Chair of Suicide Prevention Australia and an Associate Member of The Mental Health Services (TheMHS) Learning Network.

DIRECTORS' REPORT

For the year ended 30 June 2025

Paula Davies

B Ec, LIB, Grad Dep Leg Prac,
Grad Dip Psych Stud, GAICD

Paula is a Company Secretary and General Counsel for a large not-for-profit in South Australia and has over 25 years of legal experience in private, public and not-for-profit sectors.

Paula has a strong interest in supporting organisations with good governance frameworks to ensure robust, transparent, and ethically sound decision-making. She also has a passion for safeguarding around vulnerability and helping remove social disadvantage.

Paula has board experience spanning over two decades in disability, retirement living, literacy, community legal services, social housing, supporting disadvantaged youth and more. She is currently an independent member of several local government Audit and Risk Committees in South Australia and is an Independent Member of the Child Safety & Wellbeing Panel with the Tasmanian Department of Health, as well as being a Community Member for the Immediate Action Committee of the Psychology Board of Australia.

Theresa Effeney

BA (HR Mgt and Policy Studies)

Theresa's commitment to mental health advocacy stems from personal experience more than a decade ago, when she became a carer for a close family member living with mental health challenges. This experience ignited a deep passion for supporting people with lived experience, as well as their families and carers. She brings a unique blend of empathy and strategic insight to her advocacy, with a strong belief in empowering individuals to actively participate in decisions that shape their lives.

Professionally, Theresa is a highly experienced Human Resources Director with over two decades of leadership across the Asia Pacific region. She is recognised as a people and culture leader with a proven ability to align people strategies with broader business objectives. Her expertise spans ethics and governance, strategic workforce planning, and cultural transformation—driving organisational performance and enabling sustainable growth through effective leadership and people-focused strategies.

Paula Hanlon

BA Psychology

Paula has worked as a peer worker for nearly 30 years in voluntary and employed positions. She has been employed in a position of Manager, Ryde Consumer Services for North Shore Ryde Mental Health Services for over 24 years. Paula has a strong focus on quality having served as an Assessor with the Australian Council on Health Care Standards, reviewing mental health services across Australia for 22 years. Paula is a member of The TheMHS Learning Network Board, holds a casual position with the Matilda Centre at the University of Sydney focusing on mental health and drug and alcohol research, recently becoming a Director of the Matilda Centre Board.

Paula has a BA majoring in Psychology, and together with her lived experience and personal recovery journey contributes to the progression of mental health reform in Australia. Paula is a person with a lived experience of mental health issues and was a resident in Richmond Fellowship housing in the original Blackwattle House in the 1980's and in another Glebe House in the 1990's.

Megan Still

B App Sci and M App Sci
(Research)

Megan is the Service Planning and Innovation Manager for Sydney Local Health District's Mental Health Services. Originally trained as an Occupational Therapist, Megan has worked clinically across inpatient and community services, and undertaken service planning and research, all with a strong commitment to consumer led, community oriented, rights based supports for people with lived experience.

DIRECTORS' REPORT

For the year ended 30 June 2025

Kareem Tawansi BA (Psychology, Comp Sci), GAICD	An experienced technology entrepreneur, Kareem brings over 30 years of Digital Transformation expertise, advocating for the use of innovation as an enabler and differentiator for organisations. Having built and run his own Digital Consultancy, Kareem's training in both computer science and psychology has enabled him to transform numerous businesses across many domains in Australia, the US, and the UK. This includes many world-first digital projects that utilise technology to help make a positive impact.
Jeremy Thorpe B Ec, LLB (Hons),	Jeremy is an economist and public policy advisor with more than 30 years of experience in the public and private sectors. He is currently the Australian Managing Director at Bondi Partners. He was formerly a Partner in PwC's National Economics & Policy team, and PwC's Chief Economist, and before that worked at the Commonwealth Treasury and the Productivity Commission. Jeremy has particular experience in disability and mental health policy, having advised the NSW, Commonwealth and ACT Governments, as well as private not-for-profits on issues as diverse as organisational strategy, program evaluation, the transition to the NDIS and economic impacts of disability/mental health activities. Jeremy previously was on the board of a not-for-profit for seven years, four of which he was the Chair.

Meetings of Directors

The Directors meet on a bi-monthly basis and 6 meetings were held in the financial year to 30 June 2025. The number of meetings of the Company's board of directors held during the year ended 30 June 2025, and the numbers of meetings attended by each director were:

	Number of meetings attended	Number of meetings held during the time the director held office during the year
Professor Elizabeth More AM (Chair)	6	6
Andrew Pryor	6	6
Dr Josephine Anderson	5	6
Tom Brideson	-	3
Paula Davies	3	3
Theresa Effeney	6	6
Paula Hanlon	5	6
Megan Still	6	6
Kareem Tawansi	5	6
Jeremy Thorpe	6	6

In addition to attending Board meetings, the directors also attended a number of strategic discussions throughout the year, bi-monthly meetings for the Finance, Audit and Risk Management, Services Quality and Safety and Digital Capability sub-committees, and the Flourish Foundation Australia, Nominations and Remuneration sub-committees meet as required.

Insurance of Officers

During the financial year, RichmondPRA paid premiums to insure the directors and officers of the Company. The professional liability insurance paid in respect of directors and officers for the year ended 30 June 2025 was \$55,000 (2024: \$46,521).

RichmondPRA Limited

DIRECTORS' REPORT

For the year ended 30 June 2025

Environmental Regulation

The Company is subject to normal State and Federal environmental legislation and does not operate within an industry with specific environmental guidelines or limits.

Proceedings on behalf of the Company

No person has applied to the Court for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

Members' guarantee

RichmondPRA Limited is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If RichmondPRA Limited is wound up, the liability of each member (during the time or within one year afterwards) is limited to ten dollars.

Auditor

Crowe Audit Australia were appointed during 2024/25 following a competitive tender process, replacing BDO Audit Pty Ltd who had been the previous auditor for ten years.

This report is made in accordance with a resolution of the directors.



Professor Elizabeth More AM
Director
Date: 22 October 2025



Andrew Pryor
Director
Date: 22 October 2025

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RichmondPRA Limited

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 June 2025

	Ref.	2025 \$'000	Restated 2024 \$'000
Revenue from continuing operations	A1	93,967	91,981
Other income	A1	832	619
Total income		94,799	92,600
Cost of goods sold		(131)	(113)
Employee benefits expense		(79,426)	(79,892)
Depreciation and amortisation expense		(4,198)	(4,065)
Other expenses		(16,128)	(14,947)
Total expenses	A2	(99,883)	(99,017)
Deficit before income tax expense		(5,084)	(6,417)
Income tax expense		-	-
Deficit for the year		(5,084)	(6,417)
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Gain on revaluation of land and buildings	B2	213	360
<i>Items that may be reclassified to profit or loss:</i>			
Investments measured at fair value through other comprehensive income	D2	444	312
Total comprehensive loss for the year		(4,427)	(5,745)

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

RichmondPRA Limited

STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

	Ref.	2025 \$'000	Restated 2024 \$'000
Assets			
Cash and cash equivalents	C1	6,654	7,765
Trade and other receivables	C1	3,366	4,028
Contract assets	C1	2,903	3,515
Inventory		57	52
Prepayments		1,337	1,267
Assets classified as held for sale	C1	5,003	-
Current assets		19,320	16,627
Bonds and deposits		1,306	984
Investments	B1	5,271	6,697
Investment properties	B3	3,177	9,293
Property, plant and equipment	B2	23,961	23,798
Right-of-use asset	D1	9,117	7,671
Intangible assets	B3	1,995	837
Non-current assets		44,827	49,280
Total assets		64,147	65,907
Liabilities			
Trade and other payables	C1	3,660	4,471
Financial liabilities	C1	3,400	-
Employee provisions	C1	7,697	7,526
Provisions	C1	3,308	2,093
Contract liabilities	C1	6,976	6,398
Lease liabilities	D1	3,074	3,041
Current liabilities		28,115	23,529
Financial liabilities	C1	-	1,700
Employee provisions	C1	1,727	1,601
Provisions	C1	2,897	4,550
Lease liabilities	D1	6,546	5,238
Non-current liabilities		11,170	13,089
Total liabilities		39,285	36,618
Net assets		24,862	29,289
Contributed equity			
Program Participants Reserve	D2	39	39
Reserves	D2	19,122	19,553
Accumulated funds	D2	5,701	9,697
Total contributed equity		24,862	29,289

The above statement of financial position should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2025

		Program Participants Reserve	Reserves	Accumulated Funds	Total
	Ref.	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2023		86	18,881	21,156	40,123
Restatement*		-	-	(5,089)	(5,089)
Deficit for the year (restated*)		-	-	(6,417)	(6,417)
Revaluation of land and buildings		-	360	-	360
Other comprehensive income					
Investment revaluation reserve		-	312	-	312
Total comprehensive income for the year (restated*)		-	672	(6,417)	(5,745)
Transfer from reserve to accumulated funds		(47)	-	47	-
Balance at 30 June 2024 (restated*)		39	19,553	9,697	29,289
Balance at 1 July 2024		39	19,553	9,697	29,289
Deficit for the year		-	-	(5,084)	(5,084)
Revaluation of land and buildings	B2	-	213	-	213
Other comprehensive income					
Investment revaluation reserve	D2	-	444	-	444
Total comprehensive income for the year		-	657	(5,084)	(4,427)
Transfer from reserve to accumulated funds	D2	-	(1,088)	1,088	-
Balance at 30 June 2025		39	19,122	5,701	24,862

*See note E3 for details regarding the restatement due to the correction of an error.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

RichmondPRA Limited

STATEMENT OF CASH FLOWS

For the year ended 30 June 2025

	Ref.	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		8,123	7,076
Payments to suppliers and employees (inclusive of GST)		(101,849)	(98,764)
Government grants and subsidies received (inclusive of GST)		91,872	89,602
Interest received		182	140
Interest paid		(485)	(410)
Rents received		1,553	1,507
Donations received		114	68
Net cash outflow from operating activities		(490)	(781)
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		727	622
Payments for property, plant and equipment		(661)	(279)
Payments for intangible assets		(1,158)	(837)
Payments made for leasing arrangements		(3,930)	(3,192)
Proceeds from other financial investments		1,983	197
Proceeds from security deposits		16	-
Proceeds from disposal of investment property		1,039	-
Payments for security deposits		(337)	(317)
Net cash outflow from investing activities		(2,321)	(3,806)
Cash flows from financing activities			
Proceeds from borrowings		1,700	-
Net cash inflow from financing activities		1,700	-
Net decrease in cash and cash equivalents		(1,111)	(4,587)
Cash and cash equivalents at the beginning of the financial year		7,765	12,352
Cash and cash equivalents at the end of the financial year	C1	6,654	7,765

The above statement of cash flows should be read in conjunction with the accompanying notes.

A. WHERE DO OUR FUNDS COME FROM AND HOW ARE THEY SPENT?

A1. What are our sources of revenue?

A2. Where has the funding been spent?

This section explains the main sources of our **revenue** and **expenditure** and how those are measured in accordance with the relevant accounting standards

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

A1. WHAT ARE OUR SOURCES OF REVENUE?

Our primary sources of revenue are State and Federal Government contracts, together with National Disability Insurance Scheme (NDIS) revenue. We also receive some income from commercial sales through our social enterprises that provide employment opportunities for individuals with mental health issues.

	2025 \$'000	2024 \$'000
Revenue from contracts with funders		
New South Wales Government Contracts	30,325	29,799
National Disability Insurance Scheme	28,912	34,533
Commonwealth Government Contracts	20,996	16,127
Other revenue from Ordinary Activities	6,116	4,927
Business sales	3,433	3,792
Queensland Government Contracts	2,381	2,277
South Australia Government Contracts	1,804	526
Total revenue	93,967	91,981
Other income	832	619

For further analysis on specific funding sources, refer to section E3 Acknowledgement of funding.

What is the relevant accounting policy?

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Government contracts, NDIS and other revenue

Grant income arising from an agreement which contains enforceable and sufficiently specific performance obligations is recognised when control of each performance obligations is satisfied. This is generally the case for the monies received under Government contracts, NDIS and other revenue. The performance obligations are varied based on the agreement but may include services, events or education.

Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally the revenue is recognition based on either cost or time incurred which best reflects the transfer of control.

Business sales

Business sales revenue represents revenue earned from the sale of the Company's services and products, net of returns and trade allowances and taxes paid. The performance obligation is satisfied at a point in time when the products have been physically transferred to the customer.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Significant judgements and estimates applied

For many of the grant agreements received, the determination of whether the contract includes sufficiently specific performance obligations was a significant judgement involving discussions with several parties at the company, review of the proposal documents prepared during the grant application phase and consideration of the terms and conditions.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

A2. WHERE HAS THE FUNDING BEEN SPENT?

We have spent the income we received over the course of this financial year on programs that support the following goals.

	2025 \$'000	Restated 2024 \$'000
Helping people make friends, get involved and learn new things	39,955	35,117
Supporting people where they live	26,594	29,377
Working with people to find a job	14,600	16,457
Other expenditure	18,734	18,066
Total expenditure	99,883	99,017

Categories of expenditure included:

	2025 \$'000	2024 \$'000
Superannuation	7,431	7,141
Rental expense on short term leasing	1,372	1,241
Finance costs	499	410
Allowance for impairment of receivables and bad debts	128	338

B. WHAT RESOURCES DO WE HAVE AND HOW DO WE MANAGE THEM?

B1. Investments

B2. Property, Plant and Equipment

B3. Intangible Assets and Investment Properties

This section sets out the **non-current assets** (that is, assets that are not for sale in the current financial year) held by RichmondPRA.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

B1 INVESTMENTS

	2025 \$'000	2024 \$'000
Non-current investments		
Fair value through other comprehensive income (FVOCI)		
Australian equities	-	2,481
Managed investments	5,220	4,118
Social bonds	-	72
Others	51	26
Total Non-Current Investments	5,271	6,697

What is the relevant accounting policy?

Listed securities, comprising marketable equity securities, are non-derivatives and are included in non-current assets unless management intends to dispose of the investment within 12 months of the end of the reporting period. The entity has made an irrevocable election to present changes in the fair value of equity instruments through other comprehensive income in accordance with AASB 9. The shares have no fixed maturity date or coupon rate.

Managed investments include investments in debt instruments that are solely interest and principal which are held to collect or sell, from 2019/20 also includes investments in global equity funds and a small investment in a direct office fund, and from 2022/23 also includes a small investment in a private infrastructure fund. Managed investments are accounted for through fair value through other comprehensive income.

The debt instruments are held by a third party and can be redeemed on an at-call basis at the market value of the investments at the date of redemption less certain fees and charges.

The global equity funds are held by a third party and can be redeemed at the market value of the investments at the date of redemption less certain fees and charges.

The direct office fund is managed by a third party and has limited ongoing liquidity redemption events. The next liquidity event is expected to occur in December 2025. In addition to liquidity events, limited withdrawal offers are intended to be made by the fund every six months, subject to the fund having available liquid assets.

The private infrastructure fund is also managed by a third party and currently offers no fund redemptions. Lock-up is for the first five years until March 2026. The first redemption window is expected to open in June 2026, subject to 5% cap of net asset value each calendar quarter.

At initial recognition, the Company measures a financial asset at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset. Investments at fair value through other comprehensive income are subsequently carried at fair value.

Unrealised gains and losses arising from changes in the fair value of non-monetary securities are recognised in equity in the investments revaluation reserve. On disposal any balance in the reserve is transferred to accumulated funds and is not reclassified to profit or loss.

Dividends relating to these investments are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

RichmondPRA Limited

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Significant judgements and estimates applied

All financial investments are actively traded in financial markets except as noted and the fair value is determined by reference to quoted market bid prices at the close of business on the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

B2 PROPERTY, PLANT AND EQUIPMENT

	Land	Building	Leasehold Improvement	Plant & Equipment	Motor Vehicles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2025						
Opening net book amount	20,400	2,500	748	101	49	23,798
Additions	-	-	25	36	599	660
Revaluation	325	(112)	-	-	-	213
Disposals	-	-	-	-	(177)	(177)
Depreciation expense	-	(63)	(291)	(69)	(110)	(533)
Closing net book amount	20,725	2,325	482	68	361	23,961
At 30 June 2025						
Cost/Fair value	20,725	2,325	2,423	1,695	535	27,703
Accumulated depreciation	-	-	(1,941)	(1,627)	(174)	(3,742)
Net book amount	20,725	2,325	482	68	361	23,961

What is the relevant accounting policy?

Property held to meet service delivery objectives rather than to earn rental or for capital appreciation is accounted for as property plant and equipment in accordance with accounting standard AASB 116 Property, Plant and Equipment.

Land and buildings are recognised and measured at fair value less accumulated depreciation on buildings less any impairment losses recognised after the date of the revaluation.

As at 30 June 2025 the revaluation on land and buildings was an increase in the carrying value of \$0.2m and a corresponding increase in the revaluation reserve. The valuation was last completed in May 2025 by an independent valuation expert, in which management do not believe there has been a material movement since.

Land and buildings carried at cost would amount to \$4.6m (2024: \$4.6m).

All other plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

- Machinery 5 - 12 years
- Vehicles 5 years
- Furniture, fittings and equipment 3 - 10 years
- Buildings 40 years
- Leasehold improvements 3 - 10 years

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Impairment indicators over property, plant and equipment are considered at each reporting date. If indicators exist, then the recoverable amount of the relevant asset/cash-generating unit is determined. The recoverable amount is the higher of fair value less costs of disposal and value in use. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss. When revalued assets are sold, it is the company policy to transfer the amounts included in other reserves in respect of those assets to retained earnings.

Significant judgements and estimates applied

Estimation of useful lives of assets

The company determines the estimated useful lives and related depreciation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event.

Valuation of land and buildings

The basis of the valuation of land and buildings is fair value. The land and buildings were last revalued in May 2025 by an independent valuation expert. The directors do not believe that there has been a material movement in fair value since the revaluation date. Valuations are based on current prices for similar properties in the same location and condition.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

B3 INTANGIBLE ASSETS AND INVESTMENT PROPERTIES

	Investment Property	Intangible Assets	Total
	\$'000	\$'000	\$'000
Year ended 30 June 2025			
Opening net book amount	9,293	837	10,130
Additions	-	1,158	1,158
Reclassification to assets held for sale	(5,003)	-	(5,003)
Disposals	(849)	-	(849)
Depreciation expense	(264)	-	(264)
Closing net book amount	3,177	1,995	5,172
At 30 June 2025			
Cost	3,766	2,197	5,963
Accumulated depreciation	(589)	(202)	(791)
Net book amount	3,177	1,995	5,172

What is the relevant accounting policy for intangible assets?

Costs incurred in the development and implementation of new software applications are only capitalised when the software will deliver a future economic benefit to the company and these benefits can be measured reliably.

Capitalised software costs have a finite useful life and are amortised on a systematic basis based on future economic benefits over the useful life of the software which is estimated to be 10 years. Amortisation occurs when the asset is available for use.

Software residual value and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Where an adjustment is appropriate these adjustments are included in profit or loss.

What is the relevant accounting policy for investment properties?

Investment property, comprising freehold residential dwellings, are held to generate long-term rent yields. All tenant leases are on an arm's length basis.

Investment properties are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition and construction of the residential dwellings. The directors have opted to account for investment properties at cost in accordance with accounting standard AASB 140 Investment Property.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Depreciation on investment properties is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives of 40 years.

The investment properties' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

An investment property's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss.

Significant judgements and estimates applied

Estimation of useful lives of assets

The company determines the estimated useful lives and related depreciation and amortisation charges for its finite life intangible assets and investment properties. The useful lives could change significantly as a result of technical innovations or some other event.

C. HOW DO WE MANAGE OUR RISK AND WORKING CAPITAL?

C1. Capital management

This section explains the risk that RichmondPRA is exposed to, the policies we apply to reduce those risks and also provides the users with information on how we manage our working capital.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

C1 CAPITAL MANAGEMENT

The Company's objectives when managing capital are to:

- Safeguard their ability to continue as a going concern so they can continue to provide services to the community, and
- Maintain an optimal capital structure to support efficient and effective service delivery

Working Capital

	2025 \$'000	Restated 2024 \$'000
Current Assets (includes cash, receivables, contract assets, inventories, prepayments and assets classified as held for sale)	19,320	16,627
Current Liabilities	(28,115)	(23,529)
Net Current Assets / (Liabilities)	(8,795)	(6,902)

The net current liabilities are offset by the \$4.8m (2024: \$5.9m) in investments classified as non-current assets for accounting purposes, which can be converted to cash in less than 1 week. In addition, the Company owns \$3.2m in investment property that can be converted to cash over time. In addition, current liabilities include contract liabilities of \$1.9m which are not expected to be repaid as they are funds received in advance for performance obligations to be settled within the next 12 months.

Current Assets

	2025 \$'000	2024 \$'000
<i>Cash and cash equivalents</i>		
Cash on hand	1	8
Cash at bank		
Interest bearing deposits	950	1,048
Cash management call accounts	5,703	6,709
Total cash and cash equivalents	6,654	7,765

	2025 \$'000	2024 \$'000
<i>Trade and other receivables</i>		
Trade debtors	3,548	4,537
Allowance for receivables impairment	(220)	(528)
	3,328	4,009
Other debtors	38	19
Total trade and other receivables	3,366	4,028

	2025 \$'000	2024 \$'000
<i>Contract assets</i>		
Amounts unbilled and accrued	2,903	3,515
Total contract assets	2,903	3,515

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Assets classified as held for sale

Management believes that 18 Guildford units with a combined written down value of \$5.0m at 30 June 2025 are more appropriately classified as assets held for sale rather than investment properties. 12 units have been sold after 30 June 2025 and the transactions will be completed in 2025/26. 6 units are being actively marketed and the sales are expected to be completed within one year from 30 June 2025.

	2025 \$'000	2024 \$'000
Investment properties - at cost	5,931	-
Accumulated amortisation	(928)	-
Total assets classified as held for sale	5,003	-

Current Liabilities

	2025 \$'000	2024 \$'000
<i>Trade and other payables</i>		
Trade payables	1,356	1,222
Other payables and accruals	2,077	3,151
GST payable	227	98
Total trade and other payables	3,660	4,471

	2025 \$'000	2024 \$'000
<i>Employee provisions</i>		
Provision for annual leave	4,865	4,706
Provision for long service leave	2,832	2,820
Total current employee entitlements	7,697	7,526

	2025 \$'000	2024 \$'000
<i>Provisions</i>		
Provision for workers compensation	3,308	2,093
Total current provisions	3,308	2,093

	2025 \$'000	2024 \$'000
<i>Contract liabilities</i>		
Amounts received in advance	6,976	6,398
Total contract liabilities	6,976	6,398

Contract liabilities relate to performance obligations to be settled within 12 months, for which funds have already been received.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Financial liabilities

	2025 \$'000	2024 \$'000
Current liability		
Overdraft facility **	1,700	-
Loans*	1,700	-
	3,400	-
Non-current liability		
Loans*	-	1,700
	-	1,700
	2025 \$'000	2024 \$'000
Current liability	3,400	-
Non-current liability	-	1,700
Total financial liabilities	3,400	1,700

*Assets pledged as security - loans are secured by first registered mortgages over the Company's investment properties. The loan is repayable in full by 27 April 2026 and attracts interest at 3.41%. The balance as at 30 June 2025 of \$1.7m is presented as current liability given that the repayment date is on 27 April 2026.

**Overdraft facility - this was accessed in June 2025 and was repaid in full in July 2025. The interest rate was 10.7%. The overdraft was secured over the investment portfolio.

Non-Current Liabilities

	2025 \$'000	2024 \$'000
<i>Employee provisions</i>		
Provision for long service leave	1,727	1,601
Total non-current employee provisions	1,727	1,601
	2025 \$'000	2024 \$'000
<i>Provisions</i>		
Provision for workers compensation	2,897	4,550
Total non-current provisions	2,897	4,550

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

What is the relevant accounting policy?

Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for doubtful debts. Trade receivables are due for settlement no more than 7 days for debtors. They are presented as current assets unless collection is not expected for more than 12 months after the reporting date.

Collectability of trade receivables is reviewed on an ongoing basis. Debtors which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of trade receivables) is used when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Impaired trade receivables and contract assets

The Company measures the loss allowance for trade receivables and contract assets at an amount equal to lifetime expected credit loss (ECL). The ECL on trade receivables and contract assets are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. This involves judgement and estimates.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Company writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings or when the trade receivables are no longer considered collectable, whichever occurs first.

As at 30 June 2025 current trade receivables and contract assets of the Company with a value of \$0.22m (2024: \$0.53m) were considered impaired. The impaired receivables mainly relate to a subset of trade receivables. Concerted efforts continue to collect as much of this debt as possible and minimise any write-offs during 2025/26.

Contract assets

Contract assets arise when work has been performed on a particular program and goods or services have been transferred to the customer but the invoicing milestone has not been reached and the rights to the consideration are not unconditional.

Impairment loss for trade receivables and contract

The amount of the impairment loss is recognised in the income statement within other expenses. When a trade receivable or contract asset for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Employee provisions

Non-current employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Provision for workers compensation

The Company participates in the NSW icare Loss Prevention and Recovery (LPR) premium model, under which it pays an annual insurance deposit premium and its premium is retrospectively adjusted at 24, 36 and 48 months based on the cost of claims for injuries occurring in the relevant policy year, subject to minimum and maximum premium caps and the elected large claim limit (\$350k or \$500k) which influences the adjustment factors.

The Company recognises a provision for the present obligation to reimburse icare for claims incurred in respect of workplace incidents that occurred before the reporting date. The provision captures the Company's expected obligation under the LPR premium model to the extent claims experience is expected to drive future adjustment premiums at the 24/36/48-month recalculations. Amounts above the specified threshold are borne by icare and are not recognised as liabilities of the Company. The provision is measured at management's best estimate of the expected future cash outflows, based on information provided by GSA Insurance Brokers Pty Ltd.

Key judgements

In determining whether a present obligation exists and the extent to which claims fall within the Company's retention under the LPR model, management exercised judgement in assessing the contractual terms of the icare arrangement, historical claims patterns, and the point at which liabilities transfer to icare.

Sources of estimation uncertainties

The measurement of the provision involves significant estimation uncertainty. Key assumptions include closures and changes within active claims, return to work, medical status, permanent impairment and work injury damages settlements. Additional uncertainty arises from potential legislative reforms. Management considers the range of possible outcomes and uses claims costs development over prior years as the basis for its estimates. A 10% increase in estimated claim costs would increase the provision by approximately \$0.6million (2024: \$0.7 million).

The Company does not expect significant reimbursements beyond the operation of the LPR thresholds, as icare assumes responsibility for claims above those limits.

Contract liabilities

Contract liabilities generally represent the unspent grants or other fees received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided, or the conditions usually fulfilled within 12 months of receipt of the grant / fees.

D. APPENDICES

- D1. Other non-financial assets and liabilities**
- D2. Reserves and accumulated funds**
- D3. Unrecognised items**

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

D1 OTHER NON-FINANCIAL ASSETS AND LIABILITIES

Right-of-use asset

	Properties \$'000	Motor Vehicle \$'000	Total \$'000
Year ended 30 June 2025			
Brought forward	3,449	4,222	7,671
Additions	3,931	917	4,848
Amortisation	(2,023)	(1,379)	(3,402)
Total right of use asset	5,357	3,760	9,117

Non-cash investing and financing activities

	2025 \$'000	2024 \$'000
Additions/remasurement to the right-of-use assets	4,848	3,679
	4,848	3,679

Lease liabilities

	2025 \$'000	2024 \$'000
<i>Current</i>		
Properties	1,622	1,684
Motor Vehicle	1,452	1,357
Total current lease liability	3,074	3,041
<i>Non-current</i>		
Properties	3,954	1,994
Motor Vehicle	2,592	3,244
Total non-current lease liability	6,546	5,238

What is the relevant accounting policy?

The company leases land and buildings for its offices under agreements of between two to five years with, in some cases, options to extend. The leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset. Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

The company leases office equipment under agreements of less than one year. These leases are either short-term or low-value, so have been expensed as incurred and not capitalised as right-of-use assets.

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred. Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Significant judgements and estimates applied

Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the company's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

D2 RESERVES AND ACCUMULATED FUNDS

Accumulated funds

	2025 \$'000	2024 \$'000
Balance at 1 July	9,697	21,156
Restatement	-	(5,089)
Net deficit for the year	(5,084)	(6,417)
Transfer from reserve to accumulated funds	1,088	47
Balance at 30 June	5,701	9,697

Reserves

	2025 \$'000	2024 \$'000
Capital subsidies reserve	633	633
Asset revaluation reserve	18,312	18,099
Investment revaluation reserve	177	821
Total reserves	19,122	19,553

Program participants reserve	39	39
Total reserves	39	39

Movement in reserves

	2025 \$'000	2024 \$'000
<i>Capital subsidies reserve</i>		
Balance at 1 July	633	633
Balance at 30 June	633	633

<i>Asset revaluation reserve</i>		
Balance at 1 July	18,099	17,739
Revaluation of land and buildings	213	360
Balance at 30 June	18,312	18,099

<i>Investment revaluation reserve</i>		
Balance at 1 July	821	509
Revaluation of investments through other comprehensive income	444	312
Transfer to accumulated funds	(1,088)	-
Balance at 30 June	177	821

<i>Program participants reserve</i>		
Balance at 1 July	39	86
Transfer from reserve to accumulated funds	-	(47)
Balance at 30 June	39	39

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

What is the nature and purpose of the other reserves?

(i) *Asset revaluation reserve*

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. In the event of a sale of an asset, any balance in the reserve in relation to the assets is transferred to retained earnings.

(ii) *Investment revaluation reserve*

Changes in the fair value arising on translation of investments, such as equities, classified as fair value through other comprehensive income financial assets, are recognised in other comprehensive income and accumulated in a separate reserve within equity.

(iii) *Capital reserve*

Capital reserve represents membership interests given to members of RFNSW as consideration for acquisition.

(iv) *Program participants reserve*

The reserve represents non-specific grants received and recognised as revenue immediately during previous financial years. These funds have been provided by the funders with no specific purpose however the Company has the intention of utilising these funds in a future period for the benefit of its program participants and therefore the Company treats these funds as restricted.

Refer to A1 for further details of the revenue recognition policy of RichmondPRA.

(v) *Capital subsidies reserve*

Capital subsidies reserve represents restricted funds designated for capital purchase for clients of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

D3 UNRECOGNISED ITEMS

Contingencies

The Company leases office and client properties under operating lease agreements. The bond deposits for leases have been satisfied by the provision of banker’s undertaking issued by St George Bank. The banker’s undertakings are secured by cash deposits which in aggregate amount to \$395k (2024: \$497k).

Commitments for expenditure

	2025	2024
	\$'000	\$'000
<i>Total supplier’s commitment contracted for at reporting date but not recognised in the financial statements relating to other expenditure</i>		
Payable no later than one year	332	685
Payable later than one, not later than five years	36	55
Payable later than five years	-	-
Total commitments	368	740

E. OTHER INFORMATION

E1. Related parties

E2. Summary of material accounting policies

E3. Other required disclosures

This section covers other information that is not directly related to items in the financial statements, including information about related party transactions, parent entity financial information, significant accounting policies not disclosed elsewhere and other statutory information.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

E1. RELATED PARTIES

Directors

The names of persons who were directors of the Company during the financial year:

- Professor Elizabeth More AM (Chair)
- Andrew Pryor (Treasurer)
- Dr Josephine Anderson
- Tom Brideson
- Paula Davies
- Theresa Effeney
- Paula Hanlon
- Megan Still
- Kareem Tawansi
- Jeremy Thorpe

Since the end of the previous financial year directors of the Company have received remuneration in the form of honorariums totalling \$154,857 (2024: \$107,064). Remuneration for the second half of 2024/25 was not paid until 2025/26 but was accrued for in 2024/25 and will be included in the 2025/26 honorariums received note. This remuneration is in accordance with the guidelines and review undertaken annually by an Independent Directors Remuneration Committee.

Key management personnel compensation

The aggregate compensation made to key management personnel of the company is set out below.

	2025 \$'000	2024 \$'000
Short-term employee benefits	2,618	2,437
Total compensation	2,618	2,437

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

E2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

RichmondPRA Limited is a company limited by guarantee, incorporated and domiciled in Australia. The company is a not-for-profit entity registered charity with the Australian Charities and Not-for-Profit Commission which holds deductible gift recipient status and is exempt from income tax.

The financial report of RichmondPRA Limited for the year ended 30 June 2025 was authorised for issue in accordance with a resolution of the directors on 22 October 2025.

The registered office of the Company and its principal place of business is:

Suite 3.01, Level 3, Quad 3, 102 Bennelong Parkway
Sydney Olympic Park NSW 2127
Australia

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis for preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and the Corporations Act 2001, as appropriate for not-for-profit oriented entities.

The functional and presentation currency is Australian Dollars and are rounded to the nearest dollar unless otherwise stated.

Where an accounting policy is specific to one note, the policy is included in the note to which it relates.

Historical cost convention

These financial statements have been prepared under the historical cost convention (which is based on the fair value of the consideration given in exchange for assets), except for:

- Land and buildings are measured at fair value less accumulated depreciation on buildings and impairment losses.
- Equity instruments measured at fair value.

New and amended standards adopted by the Company

The Company has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

New accounting standards and interpretations

The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Going concern

The financial statements have been prepared on a going concern basis, which contemplates the continuity of normal business activities and realisation of assets and settlement of liabilities in the ordinary course of business.

The Company had a deficit of \$5.1m (2024: deficiency of \$6.4m) for the year ended 30 June 2025. The deficit of \$5.1m in the current year included amounts totalling \$3.5m that are considered one off and not ongoing in nature for the implementation of the new integrated client information management and scheduling system and costs relating to the closure of unviable sites. As at 30 June 2025, the Company had a net current liability of \$8.8m (2024: net current liability of \$6.9m).

Despite the current year deficit and net current asset deficiency, the directors of the Company believe that the going concern basis of preparation of financial statements is appropriate based on the following:

- A cash flow forecast for the next 12 months prepared by management has indicated that the Company will have sufficient cash assets to be able to meet its debts as and when they are due.
- The Company holds \$4.8m in investments which can be converted to cash in less than 1 week.
- The Company owns a number of investment properties that will be actively marketed for sale in early December 2025. These investment properties are in addition to the \$5m of assets held for sale for which the sales are expected to be completed within one year from 30 June 2025.
- The Company has successfully expanded its revenue base by securing a major contract with the Department of Social Services which will have additional net cash inflows.
- The Company have begun discussions with its bankers to extend the due date of the \$1.7m loan. Extending the due date of this loan would result in it being reclassified from a current to a non-current liability.

As a result of the above the directors are satisfied that the Company will continue as a going concern and will realise its assets and liabilities and commitments in the normal course of business and at the amounts stated in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. Information on significant and specific accounting estimates and judgements are stated throughout these financial statements. The estimations and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates. Specific accounting judgements and estimates are discussed in the relevant note.

Income Tax

The Company has been granted exemption from income tax under section 50-10 of the Income Tax Assessment Act 1997.

Impairment of assets

At the end of each reporting period, the Company reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. An impairment loss is recognised for the amount by which the asset's carrying value exceeds its recoverable amount.

Fair Value Measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Correction of an error

The Company participates in the NSW icare Loss Prevention and Recovery (LPR) premium model, under which it pays an annual insurance premium and remains responsible for the cost of workers' compensation claims up to specified thresholds. The Company has been accounting for prior year compensation claim adjustments as an expense in the year the premium adjustment information was received from icare. In line with *AASB 137 Provisions, Contingent Liabilities and Contingent Assets*, a provision should have been recognised for the present obligation to reimburse icare for claims relating to workplace incidents that occurred before the reporting date. As a result, prior period expenses and related liabilities were understated.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

The error has been corrected by restating each of the affected financial statement line items for the prior periods as follows:

Statement of Profit or Loss and Other Comprehensive Income (extract)

Expenditure

Employee benefits expense

Total expenses

Deficit before income tax expense

Deficit for the year

Total comprehensive loss for the year

Reported 2024 \$'000	Increase/ (Decrease) \$'000	Restated 2024 \$'000
78,338	1,554	79,892
97,463	1,554	99,017
4,863	1,554	6,417
4,863	1,554	6,417
4,191	1,554	5,745

Statement of financial position (extract)

Liabilities

Provisions (current)

Current liabilities

Provisions (non-current)

Non-current liabilities

Total liabilities

Net assets

Accumulated funds

Total contributed equity

Reported 2024 \$'000	Increase/ (Decrease) \$'000	Restated 2024 \$'000
-	2,093	2,093
21,436	2,093	23,529
-	4,550	4,550
8,539	4,550	13,089
29,975	6,643	36,618
35,932	(6,643)	29,289
16,340	(6,643)	9,697
35,932	(6,643)	29,289

Statement of Changes in Equity (extract)

Balance at 1 July 2023 - Accumulated funds

Deficit for the year

Transfer from reserve to accumulated funds

Balance at 30 June 2024

Reported 2024 \$'000	Increase/ (Decrease) \$'000	Restated 2024 \$'000
21,156	(5,089)	16,067
(4,863)	(1,554)	(6,417)
47	-	47
16,340	(6,643)	9,697

Reclassification of prior year presentation

Where necessary, comparative information has been restated and reclassified to conform to changes in presentation in the current year. These reclassifications had no effect on the reported results of operations. Certain prior year amounts have been reclassified for consistency with the current year presentation.

Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

E3. OTHER REQUIRED DISCLOSURES

Acknowledgement of funding

	2025 \$'000	2024 \$'000
Revenue from ordinary activities by funding source		
National Disability Insurance Agency	28,912	34,533
NSW Ministry of Health	23,009	21,008
Central and Eastern Sydney PHN	4,888	3,590
Department of Social Services	4,266	2,813
Business Sales	3,433	3,792
WentWest Limited	3,351	3,102
Sunshine Coast Health Network	3,026	-
Other Income	2,541	2,581
Queensland Department of Health	2,381	2,277
Coordinare Limited	1,860	1,591
Wentworth Healthcare	1,860	1,530
Department of Health and Wellbeing	1,804	311
Western Health Alliance Limited	1,666	1,235
South Western Sydney PHN	1,491	1,199
Western Sydney LHD	1,319	1,299
Sydney LHD	1,264	1,297
Department of Communities and Justice (FACS)	1,163	1,161
Hunter New England Central Coast Limited	1,044	1,034
South Eastern Sydney LHD	679	757
Hunter New England LHD	607	651
Capital Health Network	556	549
SVA Nominees	485	1,600
Nepean Blue Mountains LHD	476	468
Southern NSW LHD	473	424
Murrumbidgee LHD	441	691
headspace National	350	387
Illawarra Shoalhaven LHD	283	273
Grant Pacific Health Ltd	187	185
South Western Sydney LHD	127	172
Department of Health	25	166
One Door Mental Health	-	1,015
Other Operational Grants	-	290
Total Funding	93,967	91,981

Guaranteed Capital

Pursuant to the Memorandum of Company every member has undertaken in the event of a deficiency on winding up to contribute an amount not exceeding \$10.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Auditor's Remuneration

	2025 \$'000	2024 \$'000
Assurance Services		
Audit of financial statements and acquittals	115	123
Total fees – Assurance Services	115	123
Non assurance services		
Assistance with preparation of financial statements	8	7
Total fees – Non assurance Services	8	7
Total fees	123	130

Disclosure under NSW Charitable Fundraising Act

Fundraising appeals conducted by the Organisation during the year led to a number of donations. Details as what is required per the Act and Regulations is below.

No fundraising appeal generated a loss.

The net surplus from fundraising was applied to unfunded initiatives, like providing social events for our young people and women and children programs and supporting mental health research projects.

No traders were engaged in the generation of fundraising income.

The directors as detailed in the directors report receive remuneration in the form of honorariums together with reasonable out-of-pocket expenses.

	2025 \$'000	2024 \$'000
Aggregate income from bequest*	22	-
Aggregate income from donations	92	68
Total fundraising	114	68

* Bequests are excluded from the Charitable Fundraising Act 1991

RESPONSIBLE PERSONS' DECLARATION

In the Responsible Persons' opinion:

1. The financial statements and notes set out on pages 1 to 42 are in accordance with Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and Australian Charities and Not-for-profits Commission Regulations 2022 and other mandatory professional reporting requirements;
2. Giving a true and fair view of the Company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date, and
3. There are reasonable grounds to believe that the Company will be able to pay all of its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the responsible persons in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2022.



Professor Elizabeth More AM
Director

Date: 22 October 2025



Andrew Pryor
Director

Date: 22 October 2025

RichmondPRA Limited

DECLARATION BY CHIEF EXECUTIVE OFFICER IN RESPECT TO FUNDRAISING APPEALS

I, Mark Orr, Chief Executive Officer of RichmondPRA Limited declare that in my opinion:

1. The statement of profit and loss and other comprehensive income gives a true and fair view of all income and expenditure of RichmondPRA Limited with respect to fundraising appeals; and
2. The statement of financial position gives a true and fair view of the state of affairs with respect to fundraising appeals; and
3. The provisions of the Charitable Fundraising Act 1991 (NSW), the regulations under the Act and the conditions attached to the authority have been complied with; and
4. The provisions of the Collections Act 1966 (QLD), the regulations under the Act and the conditions attached to the authority have been complied with; and
5. The internal controls exercised by RichmondPRA Limited are appropriate and effective in accounting for all income received and applied by RichmondPRA Limited from any of its fundraising appeals.



Mark Orr AM
Chief Executive Officer

Date: 22 October 2025

Auditor's Independence Declaration to the Directors of RichmondPRA Limited

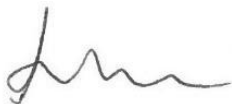
As lead engagement partner, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Yours sincerely,

Crowe Audit Australia

Crowe Audit Australia



Alison Swansborough
Partner

22 October 2025
Sydney

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The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

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Independent Auditor's Report to the Members of RichmondPRA Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of RichmondPRA Limited (the Registered Entity), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the Responsible Persons' declaration.

In our opinion, the accompanying financial report of the Registered Entity has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), including:

- (a) giving a true and fair view of the Registered Entity's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Emphasis of Matter

We draw attention to Note E3 of the financial report, which describes the restatement of the comparative figures arising from the correction of a prior period error. Our opinion is not modified in respect of this matter.

Other Matter

The financial report of the Registered Entity for the year ended 30 June 2024 was audited by another auditor who expressed an unmodified opinion on that financial report on 30 September 2024.

Other Information

The Responsible Persons of the Responsible Entity are responsible for the other information. The other information comprises the information included in the Registered Entity's Annual Report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Responsible Persons for the Financial Report

The Responsible Persons of the Registered Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the ACNC Act, and for such internal control as the Responsible Persons determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Responsible Persons are responsible for assessing the Responsible Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Responsible Entity or to cease operations, or has no realistic alternative but to do so.

The Responsible Persons of the Registered Entity are responsible for overseeing the Registered Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

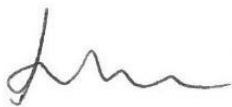
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Registered Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Responsible Persons of the Registered Entity.
- Conclude on the appropriateness of the Responsible Persons of the Registered Entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Registered Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Responsible Persons of the Registered Entity regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Crowe Audit Australia

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Alison Swansborough
Partner

22 October 2025
Sydney