

flourish AUSTRALIA®

Where mental wellbeing thrives

Pathways

ANNUAL REPORT 2026



Her Excellency The Honourable Ms Sam Mostyn AC

We are honoured that Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of Australia is our National Vice-Regal Patron.



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.

Interpreter

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.

We deliver services on the following First Nations Lands

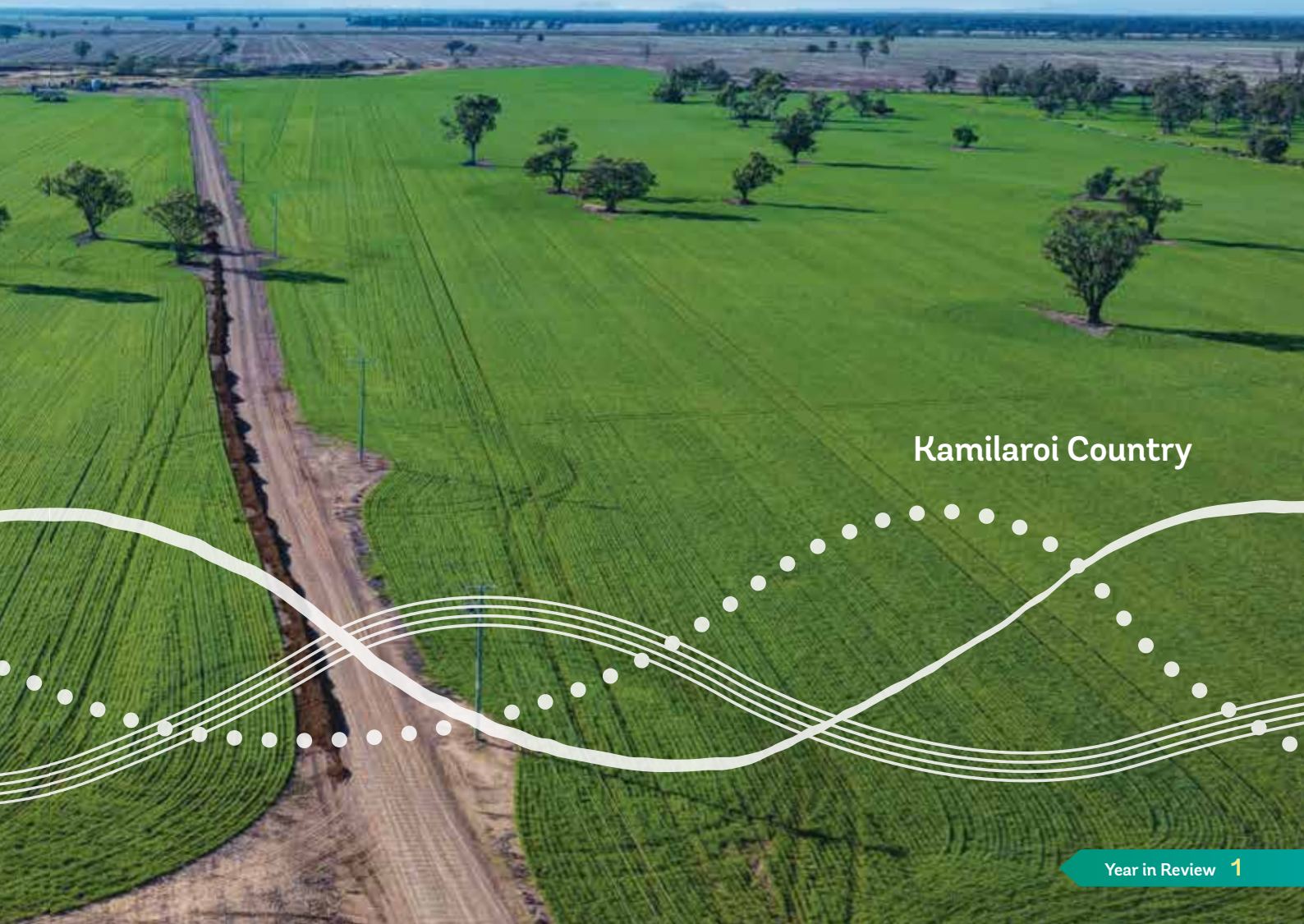
• Anaiwan • Awabakal • Badtjala • Bidjigal • Biripi • Darug • Darumbal • Dharawhal/ Tharawal • Dharug • Eora • Gadigal • Gandangara • Gomeroi • Gubbi Gubbi • Gweagal • Kairi Kairi • Kamilaroi • Kaurna • Kulin • Ngunnawal • Wanaruah • Wangal • Wiljali • Wiradjuri • Wilyakali • Wonnarua • Worimi • Wurundjeri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

Recognition of Lived Experience

Flourish Australia recognises the lived experience of people on their mental health and recovery journeys, as well as the diverse challenges faced by them, their families, carers and kin.

We acknowledge that not all mental health journeys are the same and that each person has their own story. Through their strength, resilience and determination, people create new pathways, paving the way for a more hopeful future.

Lived experience brings unique knowledge, perspectives and contributions that help shape our organisation, strengthen our communities and drive positive change.







Pathways

About this report's theme:

Every person's journey is different. The paths we take are shaped by our experiences, the opportunities available to us, the challenges we encounter, and the people who walk alongside us.

This year's Annual Report theme, Pathways, reflects the many different journeys taken by the people who come to Flourish Australia, as well as the pathways created through the support of their family and carers, our staff, partners and supporters.

There is no single pathway to recovery, wellbeing or a meaningful life. For some people, it begins with finding stable housing. For others, it might be reconnecting with family, building confidence, returning to study, finding employment, or simply taking the first step towards asking for support. Every journey is different, and every person's goals, hopes and challenges are their own.

Across this report, you'll read stories of people finding their own way forward. Some have overcome significant barriers. Others are discovering new opportunities, developing skills, strengthening connections and building lives that reflect what matters most to them. While each story is unique, they all demonstrate the power of hope, choice and persistence.

Pathways are not created alone. They are shaped by relationships, communities and the support of people who believe in what is possible. Every day, our staff and peer workers walk alongside people as they navigate change, celebrate achievements and overcome setbacks. Sometimes progress is obvious. Sometimes it is quieter. But every step forward matters.

This theme also reflects Flourish Australia's own journey. During the year, we continued to strengthen our services, deepen partnerships and create new opportunities for people with lived experience and their families, carers and kin, to lead, influence and contribute. We remained committed to building a more inclusive community where everyone has the opportunity to live a meaningful and contributing life.

As you explore this report, we invite you to consider the many pathways represented in these pages. They are pathways of recovery, connection, leadership and growth. Most importantly, they are pathways shaped by people who continue to show courage, determination and resilience every day.

Together, these pathways remind us that progress is not measured by how quickly we move, but by continuing to move forward, one step at a time.

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 Vision

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

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 Values

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



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Chair & CEO Report

The pathway ahead is not always clear, which is why having others alongside us can make such a difference.

Recovery journeys take many different paths. They can involve discovering new possibilities, navigating setbacks, building confidence and making choices about what comes next. At Flourish Australia, our role is to walk alongside people as they pursue their own hopes and goals.

This year has witnessed many such journeys. Throughout this Annual Report, we hope you get a sense of the achievements of people who access our services, and the carers, families and kin who support them. Their stories are ultimately what give meaning to the organisational achievements we report.

Creating opportunity

One of the year's most significant developments was the commencement of Inclusive Employment Australia, with Flourish Australia selected as a specialist provider supporting people with mental health challenges to find and sustain meaningful employment.

Following several months of recruitment and preparation, the program commenced in November. While initial caseloads were lower than anticipated, requiring us to adjust our budgets and implementation plans, the program has since grown strongly. During the year, 1,640 people commenced the program and, by 30 June, more than 300 people had been placed into employment — significantly more than under the previous Disability Employment Services program last year.

Behind those numbers are people pursuing greater independence, confidence, connection and opportunity through work. We thank our new IEA team for the considerable work involved in establishing the program and supporting people towards their employment goals.

Supporting people through change

Not every pathway this year was one we would have chosen.

The outcome of the NSW Community Living Support program tender, announced in April 2026, resulted in a reduction of $6 million in funding. This meant Flourish Australia would no longer provide some services previously delivered through the Housing and Accommodation Support Initiative and Community Living Support programs.

This was particularly difficult in communities where we had been providing support for more than two decades. Most importantly, it meant supporting people to transition to new providers and required the closure of some sites. Our focus throughout was on making those transitions as carefully and respectfully as possible for the people affected, as well as supporting our teams through the change.

"Not every pathway this year was one we would have chosen."

At the same time, we expanded Community Living Support services in Sydney and Northern Sydney and prepared to welcome people transitioning to Flourish Australia from other providers from July 2026.

A message from our **New Board Chair**

This is my first report as Board Chair of Flourish Australia. Since commencing in May, I've been grateful for the warm welcome I've received and inspired by the work of the organisation.

Having worked in the sector for many years, I've known Flourish Australia and its founding organisations, PRA and Richmond Fellowship of NSW, for more than two decades. It is a privilege to now have the opportunity to contribute to the next part of that story.

I would also like to recognise and thank Professor Elizabeth More AM, our outgoing Board Chair. Elizabeth generously stayed on after the AGM to support the recruitment of a new Chair, providing important stability and leadership through to May. I step into the role knowing Flourish Australia has a skilled, experienced and collegial Board, deeply committed to high-quality, recovery-oriented and trauma-informed supports.

Judi Higgin
Board Chair

Standing up for equitable support

Change was also a defining feature of the broader disability and mental health environment this year.

The sustainability of the NDIS is an important issue. Australia needs a scheme that can continue to support people with disability now and into the future, and reform will be necessary to achieve that. At the same time, the pace and direction of proposed changes raised significant concerns about their potential impact on people with psychosocial disability.

We welcomed the Australian Government's decision to extend public hearings into proposed legislation for a further eight weeks, allowing more people and organisations to contribute their views.

"Supporting individual recovery also means speaking up when systems create barriers."

We also joined other members of the Australian Psychosocial Alliance to raise concerns about declining NDIS access for people with psychosocial disability. Together, we published *Access Denied* and engaged with politicians across the political spectrum. We were encouraged to see government engaging with these concerns and the need to ensure people with psychosocial disability continue to have equitable access to the NDIS.

Advocacy has long been an important part of Flourish Australia's work. Supporting individual recovery also means speaking up when systems create barriers to people getting the support they need.

Strengthening Flourish Australia for the future

Supporting people well into the future also requires us to continue strengthening Flourish Australia itself.

A significant step this year was the launch of Flourish Connect, our new service database, in July 2025. This was a major organisational investment and an important foundation for the future. Since its launch, we have continued refining the system based on feedback and developing reporting dashboards that will help us better understand outcomes, improve supports and make more informed decisions.

We also launched our Participant Portal, giving people direct access to key information held in Flourish Connect. We thank our teams for embracing a significant change in systems and ways of working. The benefits of that work are already becoming evident.

Continued next page



Board Chair Judi Higgin and CEO Mark Orr AM

"Financial sustainability is not an end in itself."

Financial sustainability has been another important focus. Like many community-managed mental health organisations, particularly those delivering NDIS supports, Flourish Australia has operated in a challenging environment over recent years.

Throughout the year, the Board and Senior Leadership Team have worked closely together to strengthen our financial position and return the organisation to a break-even budget in the short term. This has required some difficult decisions, but those decisions are producing positive results. Our forward outlook is positive, trending towards a break even result.

Financial sustainability is not an end in itself. It is what enables Flourish Australia to continue investing in our people, improving our supports and being there for the people and communities who rely on us.

"Behind every service, system, partnership and number is a person pursuing their own hopes for the future."



CEO Mark Orr with Harris Park Community Business Team.

Respect is at the heart of our approach, with **85%** of respondents reporting a very good or excellent experience of being treated with dignity and respect.[1]

We are also looking at the capabilities we will need for the future. This includes considering how emerging technologies such as artificial intelligence might responsibly improve efficiency and provide more timely insights, alongside appropriate governance and safeguards. This work will inform the development of a new Digital Strategy and Roadmap in the first half of 2026–27 and our next Strategic Plan in the first half of 2027.

Changes around the Board table

This was also a year of significant change for our Board.

We farewelled Jeremy Thorpe, Dr Josey Anderson and Paula Hanlon at the 2025 AGM, and later Professor Elizabeth More AM. We welcomed five new directors: Amy Rust, Peggy Huang, Michelle Eason, Hakan Harman and Judi Higgin.

Our new directors bring a broad range of skills and experience to Flourish Australia's governance, complementing the knowledge and commitment of our longstanding directors. Their contributions around the Board table and through our committees are already adding considerable value.

Looking ahead

As we reflect on the year, our greatest thanks go to the people who choose Flourish Australia to support them, and to their carers, families and kin. It is a privilege to be invited alongside people as they pursue their goals, navigate challenges and celebrate achievements.

We also thank the Flourish Australia team for the care, commitment and experience they bring to that work every day.

We thank our community members, employers, partner organisations, funders, donors and supporters. The strength of Flourish Australia has always depended on people and organisations willing to work alongside us in creating communities where everyone can flourish.

We hope the stories and achievements throughout this Annual Report give you a sense not only of what has happened this year, but why it matters.

They remind us that behind every service, system, partnership and number is a person pursuing their own hopes for the future — and that is what our work is ultimately about.

Judi Higgin
Board Chair

Mark Orr AM
Chief Executive Officer

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

One Year. Thousands of pathways forward

Carer Advisory Committee



As planned, we established this new committee to provide guidance and advice from the perspective of carers, family and kin. The Committee commenced meeting in 2026 and held three meetings. It decided to change its name to Carer Advisory Committee but to have regard to issues for families, carers and kin.

Diversity Council



The Diversity Council was established and consists of 10 staff members. The Council met four times during the year and has had the primary focus of developing Flourish Australia's Diversity Strategy.

Social Impact Framework



We finalised our Social Impact Framework and developed and published our first Social Impact Report.

Flourish Connect



We went live with our new service database, Flourish Connect. This was a major step forward and is already showing very positive impacts in terms of record-keeping, rostering, workflows and NDIS claims.

Inclusive Employment Australia



The Inclusive Employment Australia program start was slightly delayed but commenced in November 2025. The team has done an amazing job of engaging job seekers, and we are well on track to achieving the full caseload by 30 June 2027.

Women and Children's Program



We were successful in a Housing NSW Housing Innovation Fund application to add another two cottages to the Women and Children's Program site. This will enhance our capacity to support Mums and their babies. We also continued our efforts in relation to the expansion of the program to another site in Greater Sydney.

Our Impact

Supporting **12,443** people to create pathways to recovery, connection and opportunity

Health, Wellbeing & Recovery

72% of people with health, wellbeing and daily living goals achieved or exceeded their expected outcomes.

94% of people reported using strategies to manage their own mental health and wellbeing.

71% of people reported receiving an annual physical health check-up.

68% of people reported participating in regular physical activity.

At least **six people quit smoking** through the Live Well & Flourish initiative.

Digital Reach

125,000 people visited our website.

20,430 are connected with us on social media.

1.29 million Social media views.

Connection & Community

74% of people with connection and community goals achieved or exceeded their expected outcomes.

Employment

370 people secured employment through the Inclusive Employment Australia program.

Five graduates completed the Buckingham House hospitality program.

Two supported employees transitioned into open employment after participating in the Community Business Hospitality Program.

Accommodation

842 people were supported to maintain a home.

Five Year *Trends*

What the trends tell us

Growing reach
People accessing support reached a five-year high in 2025/26.

Growing inclusion
Support for people from LGBTIQA+ communities increased to 15% in 2025/26.

Lived experience leadership
Peer Workers represent 46% of the frontline workforce; 65% of staff report lived experience.

Practical pathways
Employment and community connection reached five-year highs. Physical health check-ins remain an important focus.

"My granddaughter recently began the process of applying for the NDIS through Flourish Australia. The professionalism, knowledge and genuine empathy shown throughout the process were greatly appreciated. Meetings can sometimes feel overwhelming for her, and the caring and supportive approach helped put her at ease. The support provided was outstanding and a credit to the organisation."

- Family member of person accessing services.

Reach and Inclusion

Measure	2021/22	2022/23	2023/24	2024/25	2025/26	What the trend shows
People supported	9,162	10,660	8,975	10,980	12,443	**Increase** ↑
People from LGBTIQA+ communities	9%	8%	9%	9%	15%	**Increase** ↑
People from Culturally and Linguistically Diverse communities	18%	18%	10%	18%	18%	**Stable** ↔
Aboriginal or Torres Strait Islander peoples	12%	12%	11%	13%	12%	**Stable** ↔

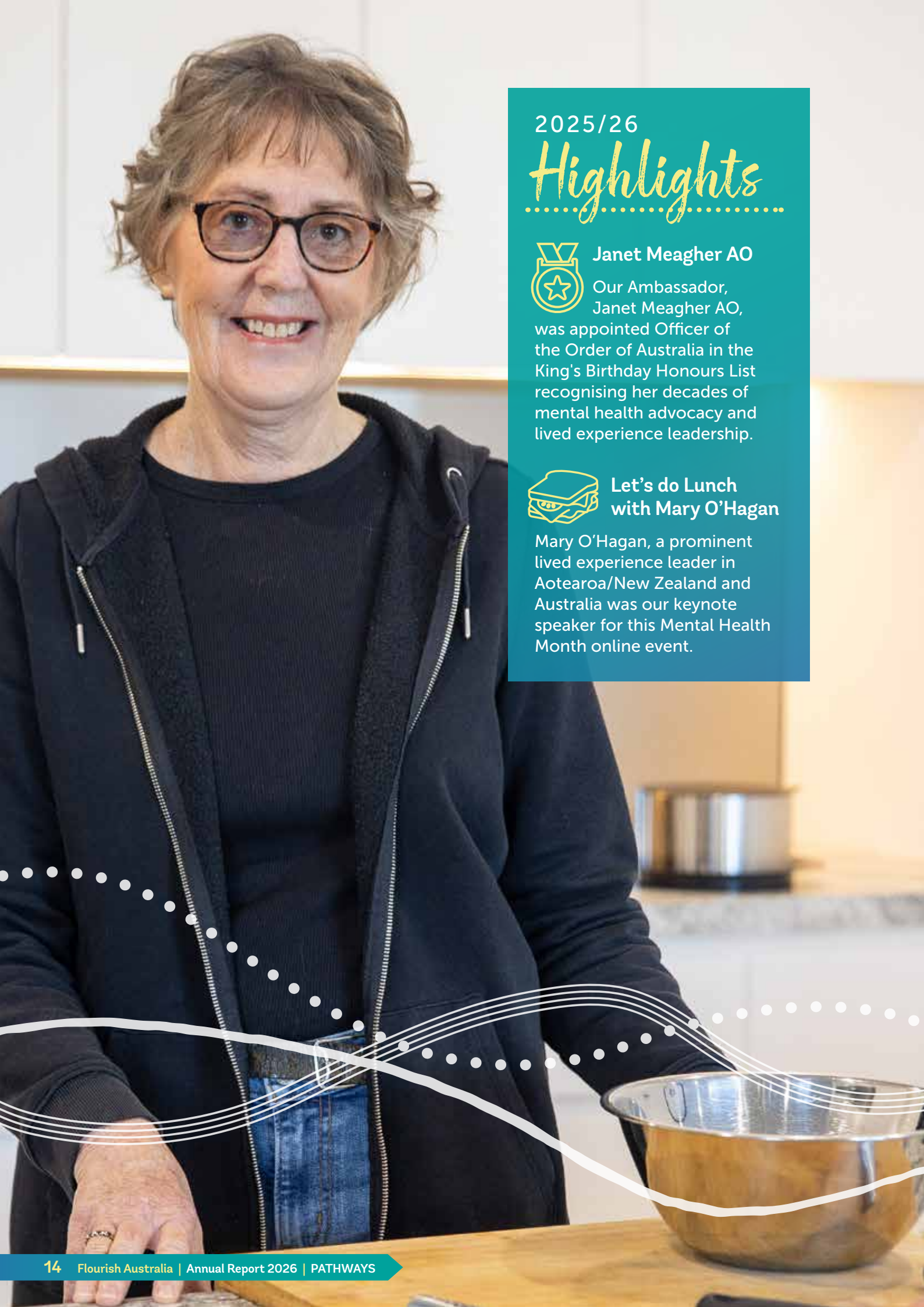
Housing, Employment and Participation

Measure	2021/22	2022/23	2023/24	2024/25	2025/26	What the trend shows
Support to find and maintain a home	1,864	1,181	1,388	662	842	**Increase** ↑
Support to find and keep a job	1,168	1,172	918	962	2,623	**Increase** ↑
Support to access to connection and community	3,789	4,233	3,679	4,739	4,923	**Increase** ↑
Number of Physical health check-ins completed	2,128	2,819	2,725	2,788	2,795	**Stable** ↔

Experience and Workforce

Measure	2021/22	2022/23	2023/24	2024/25	2025/26	What the trend shows
Consumer Experience Index (CEI)[1]	—	89.9%	82.2%	86.0%	85.9%	**Stable** ↔
Peer workforce as a proportion of support positions	24%	37%	36%	42%	46%	**Increase** ↑
Team members with lived experience	56%	57%	55%	58%	65%*	**Increase** ↑

*2025/26 includes community business supported employees



2025/26 Highlights

Janet Meagher AO

Our Ambassador, Janet Meagher AO, was appointed Officer of the Order of Australia in the King's Birthday Honours List recognising her decades of mental health advocacy and lived experience leadership.

Let's do Lunch with Mary O'Hagan

Mary O'Hagan, a prominent lived experience leader in Aotearoa/New Zealand and Australia was our keynote speaker for this Mental Health Month online event.



STRATEGIC PILLAR 1:
Lived Experience



OF PROJECTS ACHIEVED

Key Projects	What it is	Status
Impact of Peer Work	Develop a baseline measure of access to peer work	Achieved
Council Feedback	Capture Council feedback and assess its impact	Achieved
Recruitment	Develop a lived experience recruitment	Achieved
Peer Worker Employment Numbers	Increase peer worker employment numbers	On track

Who We Support

At Flourish Australia we celebrate diversity. This data is an overview of the people we supported in the 2025/26 financial year.



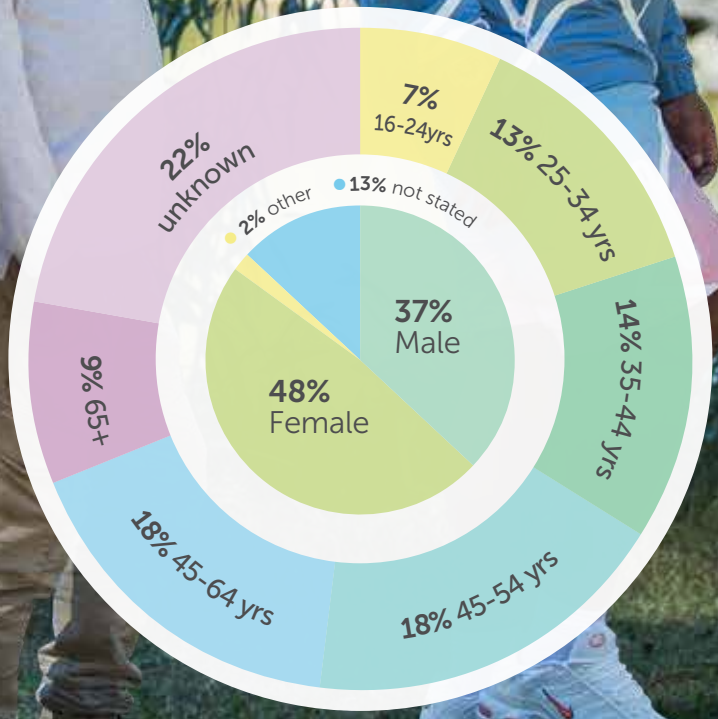
12%
of people are Aboriginal or Torres Strait Islander



15%
of people identify as LGBTIQA+



18%
of people are Culturally and Linguistically Diverse



12,443 people*

accessed Flourish Australia services in the 2025/26 financial year. During this time our services supported...

842
people supported to maintain a home

1236
people to test their eligibility for the NDIS

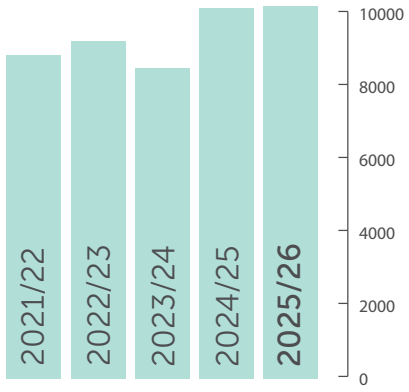
2623
people supported to help find and keep a job

4923
people supported to access connection & community

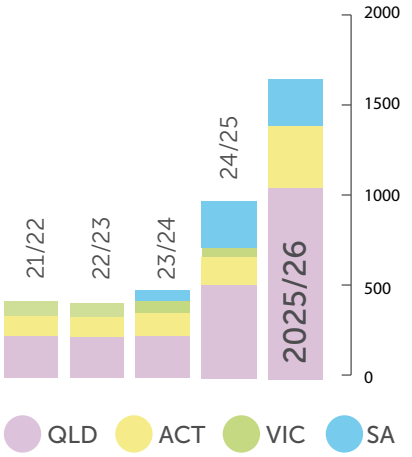
240
people to access clinical services

2544
people to access headspace services

Number of people supported in **NSW**



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



*Some people may access more than one service



"The pathway to independence isn't one big leap. It's built one skill, one achievement and one step of confidence at a time."

Lynelle

Sutherland, NSW

Lynelle's *Story*



When I joined Flourish Australia's Buckingham House, I was still living in Bexley and riding my bike to Flourish Australia each day. At the time, my relationship was breaking down and I was trying to find my feet again. After leaving my ex-partner, I moved around for a while before eventually settling with my sister in Sutherland. My sister really looks after me and we all get along well, so I enjoy cooking for the five of us and helping out around the house.

I've lived with mental health challenges for most of my life and there have been times when things have felt very difficult. Looking back, I realise how important it has been to have the right support around me and to focus on small steps forward rather than trying to change everything at once.

One thing that has always stayed with me is my love of hospitality. I'm naturally quite shy and reserved, so it can take me a little while to feel comfortable in a new environment. Front-of-house work can be challenging, especially when things are busy, but I've found that as my confidence grows, so does my ability to take on new experiences and challenges.

Over the past few years, I've worked hard to become more independent. There are still things that can make me anxious, but the more I do them, the easier they become. Through the NDIS and the support of people around me, I've been building my confidence to get out into the community, volunteer and develop new skills.

I currently volunteer at Lifegate Church in Padstow, where I help prepare meals for around 50 people. I assist with food preparation, cooking and cleaning, and I take pride in knowing that my work helps other people. It's busy work, but I enjoy it and it gives me a sense of purpose.

Flourish Australia's Buckingham House has also played an important role in helping me develop new skills and confidence. The team has supported me through some difficult times and encouraged me to pursue opportunities that matched my interests. One of those opportunities was completing a Certificate II in Hospitality. Over the course of a year, I spent time studying and gaining practical experience in a commercial kitchen environment. It showed me that I was capable of more than I thought.

Outside of hospitality, creativity is another important part of my life. I enjoy acrylic painting, fluid art, tapestry, cross stitch and crochet. During a Buckingham House art exhibition, I was able to display and sell some of my artwork. Seeing people connect with something I had created was a proud moment and encouraged me to keep exploring my creative side.

Today, I feel more optimistic about the future. I would love to work in a small café, particularly in food preparation and kitchen-based roles. I'd also like to continue building my independence, improve my mobility, make more social connections and eventually have a place of my own. I even know what it looks like. I'd love a little unit in a high-rise building.

I know those goals won't happen overnight, but I've already achieved things I once thought were out of reach. Every new skill I learn and every bit of confidence I build helps me move a little closer to the future I want.

Lynelle's story has been written in collaboration with Panorama Magazine.

92%

of respondents reported meaningful relationships and social connection.[1]

Lived Experience *& Leadership*

At Flourish Australia, lived experience is more than a strategy; it is part of who we are.

It is the foundation of our organisation. It shapes how we understand personal recovery and how we walk alongside people as they create lives that are meaningful to them. We know that the wisdom gained through lived experience is a form of expertise that shapes the way we deliver supports, strengthens our leadership, and enriches our organisational culture.

Over the past twelve months, our focus has been on strengthening the foundations that allow lived experience and peer work to thrive at Flourish Australia. While much of this work is centred on our peer workforce, it has always been part of a broader commitment to ensuring lived experience shapes everything we do.

One of the year's most significant milestones was the release of the Peer Workforce Framework in October 2025. Developed through an extensive co-design process, the Framework captures what makes peer work unique at Flourish Australia. It outlines how we translate national peer values and principles into practice while providing a strong foundation for the continued growth of one of Australia's largest peer workforces. At the heart of the Framework is a commitment to peer work as a distinct discipline requiring ongoing investment and support.

Recognising that meaningful implementation requires dedicated leadership, November 2025 marked the commencement of Flourish Australia's first Lived Experience Practice Lead. Establishing this role represented an important investment in our peer workforce, providing professional leadership to strengthen peer practice. The role also works alongside leaders and teams across the organisation to build understanding of peer practice, strengthen collaboration with peer workers, and ensure the values and principles of peer work continue to be reflected in everyday practice.

A significant area of work following the release of the Peer Workforce Framework has been the co-development of the Peer Co-Reflection Guidelines. Peer Co-Reflection is Flourish Australia's model of peer supervision. Grounded in national peer values and principles and shaped through consultation with our peer workforce, the Guidelines establish a non-hierarchical, co-reflective approach to peer supervision that is specific to the peer workforce. Rather than adapting traditional supervision models, Peer Co-Reflection recognises the unique nature of lived expertise and creates dedicated spaces where peer workers strengthen their practice through co-reflection, shared learning and mutual support. While the Guidelines will be formally released in August 2026, the work undertaken throughout the year established the foundations for implementation.

We have also been creating opportunities for peer workers to learn from one another and strengthen their professional identity. Dedicated Communities of Practice have been established for both Peer Workers and Peer Specialists, creating spaces for connection, shared learning and reflective discussion. Work has also commenced on developing a foundational orientation program that reflects the values, knowledge and skills unique to peer work at Flourish Australia. Alongside this, we reviewed position descriptions, recruitment processes and learning resources to ensure they continue to reflect current peer practice and support the ongoing growth of our peer workforce.

Although much of this work happens behind the scenes, its impact reaches far beyond our workforce. When peer workers are well supported, connected to one another and able to continually develop their lived expertise, they are better equipped to build authentic relationships that inspire hope, and support people to navigate their own recovery journeys. Investing in our peer workforce is an investment in the people and communities we serve.

Our commitment to lived experience has also continued to broaden. During the year, we established Flourish Australia's inaugural Carers Advisory Committee, recognising that recovery is strengthened when the voices of families, carers, kin and supporters are welcomed into leadership, service improvement and organisational decision-making. This reflects our ongoing commitment to embracing the



diversity of lived experience and ensuring these perspectives continue to shape the future of Flourish Australia.

Beyond our own organisation, we have continued contributing to the broader development of lived experience and peer work through sector collaboration and partnerships. This has included working alongside other lived experience leaders to establish the Australian Psychosocial Alliance (APA) Lived Experience Leadership Subgroup, bringing together representatives from seven APA organisations to share knowledge, strengthen leadership, and contribute to national advocacy. This collaborative work reflects our ongoing commitment to strengthening lived experience and peer work across Australia.

Reflecting on the past year, we are reminded that the most important work we do cannot be measured solely by the frameworks we publish or the initiatives we implement. It is reflected in the relationships we build, the culture we create and the opportunities we provide for lived experience and peer workers to be included, recognised and respected at all levels.

Lived experience and peer work strengthen and enrich our organisation and, most importantly, together they enhance the support we provide to the people, families and communities who place their trust in Flourish Australia.

As we move into the coming year, we will continue building on these foundations by embedding the Peer Workforce Framework, launching the Peer Co-Reflection Guidelines, implementing our Peer Co-Reflection model across the peer workforce, and strengthening lived experience leadership across Flourish Australia.

Community Advisory *Council*

The past 12 months have been very eventful for all involved within the Community Advisory Council. Throughout the year council members have continued to provide advice and feedback across a range of Flourish Australia's initiatives.

The council would like to acknowledge the unwavering support provided by Lisa Gott, Executive Director, Lived Experience Leadership, Mat Tipping, Lived Experience Practice Lead, and Megan Adamson, Operations Support Manager. Their support enables council members to contribute their perspectives to inform decision-making across Flourish Australia.

We also thank Mark Orr, CEO, for his continued support of the council.

Since our last report the council has undergone a significant leadership change. In November 2025, both our Chair and Co-Chair handed the reins to two new members who will now serve as Co-Chairs of the council for the next two years. The new co-chairs are Paul Catania and Rebecca Yu.

A very big thank you to our outgoing Chair, Co-Chair and all members whose tenure within the council has now ended. Your hard work and commitment have strengthened the council. You will be missed immensely.

Throughout the year, the council continued to meet on the second Wednesday of each month. Agenda planning meetings were held with the Co-Chairs, Lisa Gott, Mat Tipping and Megan Adamson prior to each meeting, ensuring members could participate in discussions and influence agenda items important to the council.

As with previous years, the council visited Buckingham House, in Surry Hills, for our annual face-to-face meeting. We thank both staff and participants of Buck House for their warm hospitality and generosity throughout the visit.

The following day, council members attended Flourish Australia's Annual General Meeting at Sydney Olympic Park, where awards, presentations and speeches highlighted many achievements and contributions over the past year.

One of the major developments during the year was the rollout of Flourish Connect, which is now moving forward after much anticipation from staff and management. The council acknowledges the considerable effort invested in the development, testing and implementation of Flourish Connect.

Panorama Magazine also enlisted two members of the Community Advisory Council to provide regular articles about the work of the council. These articles have provided an important avenue for increasing awareness of the council's work across Flourish Australia. We thank Tricia and Jenn for their ongoing commitment.

Over the last 12 months, council members have been involved in discussions with Mark Orr about the changing landscape of the NDIS in Australia. Discussions focused on the challenges many people experience when navigating the system and concerns regarding access to the NDIS and supports. We also discussed opportunities for ongoing improvement.

"Our 10 year milestone provides an opportunity to recognise the significant contributions of council members in shaping Flourish Australia over the past decade."

Council members have also continued to play an active role in reviewing new policies, providing feedback and revisions with the support of Lisa Gott and Mat Tipping. Most reviews occur during monthly meetings, although additional Teams meetings are sometimes held when more detailed discussion is required. Attention is given to ensure the language and terminology used in these documents is respectful and person-centred.

The council also engaged in detailed discussions regarding Flourish Australia's complaint handling



Process. These conversations strengthened members' understanding of participant safeguards, and organisational accountability.

Looking ahead, the Community Advisory Council will celebrate its 10th anniversary this November. Council members have been actively involved in the planning of the celebrations. This milestone provides an opportunity to recognise the significant contributions of council members in shaping Flourish Australia over the past decade. Past and present council members, staff and management will come together to celebrate this milestone and the council's important ongoing contributions.

A special acknowledgement is extended to Professor Elizabeth More AM, former Chair of the Board, who has been a strong advocate for the council over many years, attending many monthly meetings. We sincerely thank her for her support and commitment to the council.

To conclude, thank you to my fellow council members. It has been an honour being your Co-Chair over the last seven months. To those who have departed, we will miss your contributions and to our current members, thank you for an amazing year and let's look forward to the year ahead.

Paul Catania, Co-Chair
Flourish Australia Community Advisory Council





2025/26 Highlights

Governor Visits Women and Children's Program

Our Patron, the Governor of NSW, Her Excellency the Honourable Margaret Beazley AC KC visited the Women and Children's Program in February 2026.

Participant Portal

Our new Participant Portal puts people at the centre, providing direct access to support information and strengthening choice, control, transparency and participation in services.



STRATEGIC PILLAR 2:
Expanding Quality Services



OF PROJECTS ACHIEVED

Key Projects	What it is	Status
Employment Conversation/ Skills Appraisal	Implement organisation-wide use and reporting.	Achieved
Community Business Plan	Implement the Community Business Plan.	Achieved
Service Recommendations	Measure NPS and CSAT across all services.	In progress
Social Citizenship Framework	Embed the framework and develop impact measures.	In progress
Digital and Technology	Use technology to expand services and efficiency.	On track


62
Flourish Australia locations
QLD
New England
Far West NSW
Hunter
Western NSW
Southern NSW
Adelaide
ACT
Melbourne
Greater Sydney
Scan to find a service near you

Our Regional *Managers*

As at 30 June 2026

Our Regional Managers play 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)

Hunter and 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)

Sydney, Wollongong and NMHO

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 and Clinical Service

Bankstown, Broken Hill, Castle Hill, Parramatta.



Hussein Kahil

Diploma in Management, Certificate IV in Mental Health

Greater Western Sydney and 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 and National COS team

Caboolture, Emerald, Hervey Bay, Gympie, Rockhampton, Sunshine Coast.



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 and South Australia

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

Operations *Update*

Flourish Connect: strengthening the way we work

During the year, Flourish Australia continued to embed Flourish Connect, our new service database and customer relationship management (CRM) platform. Following go-live in July 2025, Flourish Connect moved quickly from implementation into business-as-usual operations, marking one of the most significant digital transformations undertaken by the organisation. The platform is strengthening the way staff record information, manage workflows, support reporting obligations and maintain consistent, person-led service delivery across our geographically diverse services.

The transition was supported by a comprehensive change management approach, including training resources, step-by-step guides, regular communications, regional support channels and local change agents. During the initial implementation period, staff engagement was strong, with dedicated Teams channels supporting regional teams and resolving a high volume of daily queries. This practical and responsive approach helped teams adapt to new ways of working while maintaining continuity of support for people accessing Flourish Australia services.

Early implementation results have been positive. Flourish Connect supported the organisation to maintain service activity through a major systems transition. The platform has also enabled new reporting dashboards, improved visibility of support activity, strengthened referral management and enhanced data capture for funder reporting. These improvements are helping teams monitor service delivery more effectively and support more reliable operational decision-making.

Flourish Connect has continued to evolve in response to staff feedback, operational requirements, audit findings and changes in service models. Enhancements have included improved duplicate detection for digital referrals, additional safety appraisal fields, greater visibility of claim information, updates to NDIS price lists and schedules of support, improved consent documentation, and clearer handling of support notes and participant requests. These refinements are contributing to safer, more consistent and higher-quality support.

The platform has also supported important organisational changes, including the HASI to CLS transition, updates to NDIS support coordination documentation, and the introduction of stakeholder management functionality to help teams record and track engagement with funders and partners. As the system matures, Flourish Connect is increasingly becoming a central source of information that supports quality, safeguarding, accountability and continuous improvement.

Ongoing improvement remains a key focus. A dedicated business-as-usual support model is now in place, with product ownership, change leadership, business analysis and technical support roles guiding system development. Future priorities include continued dashboard and reporting enhancements, backlog management, data quality improvements, staff member support, and further refinements informed by staff experience and service requirements. Through Flourish Connect, Flourish Australia is building stronger digital capability to support better information, better decisions and better outcomes for the people and communities we serve.

Participant Portal - "My Flourish - Supporting your goals, your process, your journey"

The implementation of the Participant Portal represents a major step in the Flourish Connect journey and a significant evolution in how Flourish Australia enables people to engage with their own information, supports and service experience. Built as an integrated extension of Flourish Connect, the portal draws directly from information held within the platform and updates daily, giving people access to current information about their supports, agreements, plans, outcome measures and consent arrangements. This moves Flourish Australia beyond a traditional internal service database toward a more contemporary, transparent and digitally enabled model of engagement.

The portal has been designed to strengthen choice, control and participation. Through secure access, participants are able to view past and upcoming supports in both list and calendar formats, request changes to supports, cancel or reschedule upcoming appointments, seek new supports, provide feedback, and access key documents relevant to their journey with Flourish Australia. Importantly, these requests and feedback items flow directly back into Flourish Connect, creating a closed-loop process between the person, their support team and the organisation. This is a leading-edge development for our service environment because it places the person at the centre of the digital workflow, rather than positioning technology as a tool used only by staff.



Members of the Community Advisory Council contributed to the design and testing process of the Participant Portal

Implementation has been carefully staged to support safety, privacy, accessibility and adoption. The portal has been tested with a small group of people we support, with comprehensive guidance prepared for both participants and staff. Site teams have been supported to begin conversations with participants about online portals, secure access, multi-factor authentication and how the portal can be used as a practical tool to increase visibility and communication. Staff are able to initiate access directly from the participant profile in Flourish Connect, support participants through registration, and assist with password, email and multi-factor authentication processes where needed.

A key strength of the portal is that it has been developed with lived experience. The Community Advisory Council contributed to the design and testing process, helping ensure the portal reflects the needs and preferences of people who access Flourish Australia services. This co-design approach strengthens confidence that the portal is not simply a technical enhancement, but an important enabler of person-led practice, digital inclusion and contemporary service delivery. As part of this redesign process, the council recently decided on a new name for the portal. It will now be called "My Flourish - Supporting your goals, your process, your journey".

Together, Flourish Connect and this new platform "My Flourish - Supporting your goals, your process, your journey" position Flourish Australia at the forefront of digital transformation in community mental health and psychosocial support. The portal is no longer only about replacing legacy systems; it is becoming a connected digital ecosystem that supports better information, better engagement and better outcomes. This is a significant achievement and a strong foundation for future innovation.

Carer, Family and Kin Engagement

Flourish Australia recognises the important role that carers, family members, kin and other support networks play in a person's recovery, wellbeing and sense of connection. During the year, we strengthened our focus on listening to and learning from these important voices, while continuing to ensure that each person's preferences, consent and privacy remain central to how we communicate and involve others. In our accommodation services, teams introduced family and carer morning teas as a practical and welcoming way to build relationships, create opportunities for informal feedback and strengthen connection between residents, their support networks and staff. Alongside these local engagement activities, Flourish Australia commenced the rollout of the "Carer Experience Survey", initially trialled in South Australia, to provide a more structured way for carers and support networks to share their experience and inform service improvement. Together, these initiatives reflect our commitment to building more inclusive, responsive and collaborative services shaped by the insights of the people we support and those who walk alongside them. In the next financial year we will use these insights to gather further feedback from carers, families and kin.

NDIS Supported Independent Living Practice Review

During the year, Flourish Australia completed a practice review of our NDIS Supported Independent Living services as part of our ongoing commitment to continuous learning, quality improvement and person-led support. The review was undertaken following the implementation of Flourish Connect and provided an important opportunity to understand how accommodation teams are using the new system in daily practice, how information is recorded and shared, and how our support arrangements are experienced by people living in our SIL homes. The review included a desktop review and file audits of all NDIS SIL participants, on-site observations across most SIL properties, and conversations with participants and staff. This approach enabled us to look beyond compliance and better understand the everyday practice, relationships and systems that support safe, consistent and meaningful service delivery.

The review highlighted many strengths across our SIL services. People who shared their experiences spoke positively about living in their homes and receiving support from Flourish Australia, with many describing feeling safe, comfortable and able to raise concerns with staff when needed. Strong relationships between staff and participants were evident, and the review identified positive practice in areas such as medication prompting and supervision, emergency planning, participant involvement in house matters, documentation of day-to-day supports in Flourish Connect, and the commitment shown by teams in supporting people with complex needs. These findings are important, as they demonstrate the care, skill and responsibility that staff bring to supporting people in their homes every day.

"I feel at home here. The staff look after me and help me work on things to help me become independent because I want to move out to live by myself one day. I will miss their support but they believe I can do it."

- Person living in Hunter SIL

A key benefit of the review has been the way it connects practice, technology and continuous improvement. Flourish Connect has created new opportunities to improve system visibility, strengthen documentation, support better information sharing and make practice expectations clearer for staff. The review has helped identify practical system enhancements, including improvements to Health Support Plans, documentation of escalation pathways, high-intensity support information, incident traceability, stakeholder engagement and house meeting records. These improvements will support greater consistency across services while also ensuring that information about a person's needs, preferences, risks and goals is easier to locate, understand and act on.

Importantly, the review has reinforced the value of listening to the people we support and to the staff who work alongside them. Site visits and conversations provided insight into what is working well, where practice can be strengthened, and how local teams are adapting to new systems and expectations. The review has also prompted broader reflection about accommodation practice, including how we document participant outcomes, support community inclusion, close the loop on incidents and feedback, and ensure that learning is shared across sites. This reflects our commitment to being a learning organisation: one that recognises good practice, responds openly to areas for improvement, and uses evidence and experience to make our services stronger.

The findings and recommendations have been considered through Flourish Australia's quality and governance processes, including discussion with the Quality and Safeguarding Committee and Board Service, Quality and Safety Committee. Recommendations are being incorporated into the continuous improvement register, with progress to be reviewed and reported. Through this work, Flourish Australia is building a stronger, more consistent and more transparent accommodation practice framework that supports safety, dignity, choice and better outcomes for people living in our homes.

By bringing together participant feedback, staff insight, practice review, governance oversight and digital improvement through Flourish Connect, we are strengthening the foundations of our supported living services and continuing to build accommodation supports that are safe, responsive, respectful and centred on the lives and aspirations of the people we support.

"I like living here and the people I live with are pretty good. Everyone does their own thing but we sometimes come together to do stuff which I also like and the staff always have good ideas about how to help us. I feel safe here and my family get to come and visit whenever they want to."

- Person living in Sydney SIL

Local partnerships: building stronger pathways in community

Across the year, Flourish Australia's local partnerships continued to play a vital role in connecting people with the right supports at the right time. Our teams worked alongside Local Health Districts/Networks, Primary Health Networks, housing and homelessness services, Aboriginal Community Controlled Organisations, youth services, community health providers and local interagency networks to strengthen referral pathways, coordinate care and respond to emerging community needs. These partnerships were not only formal relationships; they were practical, place-based collaborations that helped people access support, maintain housing, connect with health and wellbeing services, and participate more fully in their local communities.

In Western Sydney and the Blue Mountains, teams participated in homelessness interagency meetings, community support hubs, youth interagency networks and regular meetings with community mental health and housing partners. These forums created opportunities for immediate triage of walk-in referrals, shared problem-solving, service promotion and stronger coordination between organisations. In Southern NSW, partnership feedback recognised Flourish Australia's strong face-to-face engagement, with the organisation described by a funder as "leading the way" in direct support delivery in a region facing significant housing and homelessness pressures. Across other regions, partnerships with Local Health Districts/Networks, Aboriginal Community Controlled Organisations, housing providers, Primary Health Networks, general practitioners, community health teams and alcohol and other drug services helped improve access to integrated, culturally safe and recovery-oriented support.

This story reflects the strength of Flourish Australia's local operating model: services are most effective when they are embedded in community and connected to the broader support system around each person. By investing in local relationships, shared care planning and regular communication with partners, Flourish Australia is helping to build more responsive service pathways and stronger outcomes for people and communities. It is also a key part of our quality approach — listening to local partners, learning from shared practice and continuously improving the way we work together.



James Herbertson, General Manager, Services visits the Rockhampton team, pictured here with Alison(L) and Monique (R)



James visiting the Moree team, pictured here (L-R) James, Melanie, Dela, Jenee, Grace and Luisa



"There is nothing wrong with asking for help. With the right support, people can find a pathway forward and create a better future for themselves and their families."

Becca

Blacktown, NSW

Becca's *Story*

When I became pregnant with Jonathon, I had to make a stark choice.

Having met my new husband online and later in person in Malaysia, I was so impressed by his patience! In January 2025 we were married in Pakistan and it was our intention that I would still be there. However, fate had other ideas.

At 40, my new pregnancy turned out to be complex so it was safer to return to Australia to manage the pregnancy and birth of Jonathon. I am glad to say Jonathon is now one year old and healthy!

This unplanned, enforced separation of our family has not been ideal in other ways. This was especially difficult as I also had to deal with pre-existing mental health issues. This led to a postpartum 'breakdown'. Fortunately, I found Flourish Australia's Women and Children's Program.

Flourish Australia supports people with complex mental health issues, and its Women and Children's Program keeps families together.

One of the things you discover when you have complex issues is that 'the system' is not always geared to complexity. You are compelled to pick one issue to work on. Life, however, doesn't work like that.

I have many issues, including complex Post-traumatic Stress Disorder, Borderline Personality Disorder, and the previous experience of domestic violence both as an adult and as a child. I have also experienced homelessness. I can't just pick one issue. They are all connected to me at once.

Flourish Australia accepted the whole lot of me. I found this so refreshing. It made me feel whole. They have helped me to form a bond of love with Jonathon. That support came in many ways, not just through words, but through patience, encouragement and helping me understand what both Jonathon and I needed. The program gave me space to slow down, build confidence as a mother, and learn how to respond to him with more calm and connection, especially when things felt overwhelming. What I have experienced here, all the non-judgemental support and genuine understanding, means everything to me.

I was living in Tamworth, NSW until Jonathon was born, but there were no services in Tamworth that could have supported me like this. I was lucky to have found the Women and Children's Program via Westmead's mother and baby unit.

I strongly believe that mothers in every major rural centre in Australia should have access to a similar service to the Women and Children's Program. It aims to keep families together and it does what it takes to achieve that.

My upbringing was less than ideal. During my childhood I was abused in every way. Really the only emotion I was able to develop was anger. Because I had not learned to master my emotions, I tended to have trouble playing as a child and I gravitated more towards academic things.

Jonathon is actually my second son! When it came to bringing up my first son Sebastian, I could not teach him how to deal with emotions. No one had taught me, so how could I? Jonathon definitely loves his big brother Sebastian, who is a talented musician!

I have very definite goals with what I would like to do in the future in addition to motherhood. I would like to focus on the welfare of older people, which I think is neglected in our society. I would like to remove the stigma associated with discussing domestic violence.

Flourish Australia has helped me bring together the emotional and rational sides of myself. I'm learning what it means to be emotionally steady and reliable. It can feel humbling to realise what you haven't been taught, but I've come to see that recognition as a strength, not a weakness.

In the Women and Children's Program, Flourish Australia has created an environment in which people who need support are able to give support as well.

Another outstanding thing about the program is the Women's Choice and Change course, which looks at alternative ways of dealing with domestic violence situations. I think our approach to family violence should also acknowledge that men can be victims of it as well.

What I've gained most from this experience is a growing sense of possibility. I feel more capable, more connected, and more hopeful about the kind of future I can create for myself, and for my children. This journey hasn't been straightforward, but it has shown me that there are many different pathways forward, and that with the right support, it's possible to choose one that leads to healing, strength and a better life.

Becca's story has been written in collaboration with Panorama Magazine.

94%

of respondents reported a positive sense of hope about the future.[1]

Live Well & *Flourish*

Embedding Healthy Conversations into Everyday Practice

The Live Well & Flourish Project continued to gain momentum throughout 2025/26, moving from co-design into active implementation across participating Flourish Australia services. This project is delivered in partnership with the University of Newcastle's Physical Health in Mental Illness (PHiMI) research team, led by Professor Jenny Bowman, and funded by the Medical Research Future Fund (MRFF). The project is testing an innovative approach to supporting people's physical health through meaningful conversations about smoking and vaping, nutrition, alcohol consumption and physical activity.

Building on the co-development work undertaken in the previous year, this year focused on bringing the Live Well & Flourish approach into everyday service delivery. During the year, Live Well & Flourish was successfully launched across participating sites in Queensland, South Australia, and the Hunter and New England regions. A major focus was building staff capability to support Living Well conversations. Nearly 100 staff completed Healthy Conversation Skills training, while strong engagement with the Live Well & Flourish online learning program saw more than two-thirds of staff complete all five online modules.

Champions played a key role in supporting implementation. Across participating sites, Champions supported staff to build confidence in delivering Living Well support through role-play practice and reflective learning. Managers and Champions were also encouraged to share updates with teams, promote completion of the online modules, familiarise staff with Live Well resources, and support routine conversations and referrals to Live Well services and supports using the Connections Guide.

The project is already generating encouraging stories of early impact. Staff have reported increased confidence in discussing physical health and lifestyle goals, supported by practical tools, training, and resources developed through the project. Across participating sites, staff have shared examples of people making meaningful changes to their health and wellbeing. Staff at Flourish Australia's Salisbury, SA site, reported that the project strengthened their skills and knowledge to better support physical health, and shared that at least six people had successfully quit smoking. Another staff story described how training and resources helped a team approach alcohol use in a more supportive and effective way, contributing to a person feeling ready to make the decision to stop drinking after previously declining support.

Evaluation has remained central to the project. Baseline survey data was collected earlier in the project to understand current practice across sites, and updates advised that staff and some people accessing services would be invited to complete a final project survey. This feedback will help identify what has changed, what has been learned, and how the Live Well & Flourish approach can continue to be strengthened in the future.

As the University of Newcastle team reduces its direct involvement in implementation, the focus is now on sustaining the progress already achieved. Staff are encouraged to keep using the resources, having Living Well conversations, and embedding these approaches into everyday practice. Live Well & Flourish reflects Flourish Australia's commitment to holistic, person-led care by equipping staff with practical tools and confidence to support people to take meaningful steps toward improved physical health and wellbeing.

"Live Well & Flourish is helping turn conversations into action, giving staff the confidence and tools to support people to make meaningful changes to their physical health and wellbeing."



2795

The total number of Preventative Health Check-in Conversations.

2028

The total number of participants who had at least one Preventative Health Check-in conversation.

88%

of participants have reported having a doctor they can talk to about their physical health.

31.5%

of participants completed two or more preventative health reviews enabling ongoing monitoring of physical health risks and support needs.

71%

of participants reported receiving an annual physical health check-up.

68%

reported participating in regular physical activity

Community in Motion

We continued this very successful exercise and research project, led by Dr Oscar Lederman at UTS, and co-authored two papers outlining the importance of community managed organisations and physical exercise in addressing early mortality.



2025/26 Highlights

Let's Do Lunch with Sam Lane

We were delighted that our Ambassador Sam Lane, prominent sports journalist, spoke at our International Women's Day Let's Do Lunch event.

Mental Health Matters Award – Panorama Magazine

Our Panorama Magazine was awarded the Media and Arts Award at the 2025 Mental Health Matters Awards.

Vice-Regal Patronage

Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of Australia, agreed to be our National Vice-Regal Patron.



STRATEGIC PILLAR 3:
Advocacy & Leadership



Key Projects	What it is	Status
Gauging Influence	Measure influence from partnerships and advocacy.	Achieved
Social Procurement	Advocate for social procurement programs.	Achieved
Brand Identification Tools	Define and measure brand identification tools.	Achieved
Promote Social Citizenship Framework	Promote the framework to funders and forums.	Achieved
Influence sector reform through original research and policy papers	Contribute to research and policy papers.	Achieved
Promote Social Citizenship Framework	Use research and evaluation to promote uptake.	Achieved
Key Partnerships	Partner to advocate for system improvements.	Achieved

Flourish Foundation Australia *Update*

Flourish Foundation Australia continued to support Flourish Australia's work through philanthropy, partnerships and community engagement. Working alongside donors, supporters and community partners, the Foundation helped create opportunities that strengthen recovery, wellbeing and inclusion for people experiencing mental health challenges.

Since its establishment in July 2022, the Foundation has helped secure more than $1.194 million in funding and investment, supporting initiatives that improve housing security, community participation and recovery outcomes.

One of the most significant developments this year was the securing of an $818,000 NSW Homelessness Innovation Fund grant to support the growth of the Women & Children's Program. This funding will enable the construction of two additional cottages at the Blacktown site, increasing the number of mothers and children who can access safe accommodation and recovery-oriented support as they rebuild their lives.



Her Excellency the Honourable Margaret Beazley AC KC visiting Flourish Australia's Women & Children's Program



Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of Australia, welcomed mothers and babies from the Women and Children's Program to Admiralty House. Also pictured are Prof Elizabeth More AM and Janet Meagher AO.

The year also provided valuable opportunities to increase awareness of the experiences of people supported by Flourish Australia. In a significant recognition of the organisation's contribution to mental health recovery and community wellbeing, in March 2026, the Governor-General welcomed four mothers and their children from the Women & Children's Program to Admiralty House. Their stories highlighted the importance of safe housing, support and community connection in helping families move towards a more positive future.

Flourish Australia was also honoured to welcome Her Excellency the Honourable Margaret Beazley AC KC, Governor of New South Wales and Flourish Australia's joint Vice-Regal Patron, to the Women & Children's Program in Blacktown. The visit provided an opportunity to showcase the resilience and strength of the women and children involved in the program and the importance of services that support recovery and wellbeing.

Beyond housing and mental health support, the Foundation continued to contribute to initiatives that promote connection and community participation.

Since its establishment in July 2022, the Foundation has helped secure more than $1.194 million in funding and investment, supporting initiatives that improve housing security, community participation and recovery outcomes.

This included supporting the development of Buckhouse Gym, an initiative focused on physical health, social connection and recovery, and supporting Aboriginal and Torres Strait Islander community initiatives through partnerships with the Gillimore Sisters a Moree-based women's Touch Football Team. These partnerships create opportunities for participation, leadership and community connection for Aboriginal women and girls.

As the Foundation looks ahead, its focus remains on working alongside supporters, partners and communities to create opportunities that help people thrive. Through shared commitment and collaboration, the Foundation will continue to support Flourish Australia's efforts to strengthen recovery, inclusion and wellbeing for individuals, families and communities.

With gratitude, we acknowledge the contribution of Professor Simon Rosenbaum and Alison Ray, who stepped down from the Foundation Committee during the year. Their commitment, wisdom and generosity have been greatly valued, and they leave with our heartfelt thanks for the important role they have played in supporting the Foundation's development and growth. Simon will continue his involvement as a Flourish Australia Ambassador. We were pleased to welcome Board Directors, Paula Davies, Hakan Harman and Amy Rust to the Committee, and look forward to the experience, insight and enthusiasm they bring as we continue building on this strong foundation.

We thank the committee members and ambassadors for volunteering their time during 25/26

Our Foundation Committee Members

Prof. Elizabeth More AM
Paula Davies
Hakan Harman
Peter Leunig
Mark Orr AM
Alison Ray
Amy Rust
Prof. 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 AO
Peter Robinson
Jonathon Welch AM



"The path that led me here was lived experience, and that experience can itself be used to help others."

Toni
Salisbury, SA

Toni's Story



My childhood was very complicated and unstable. From nine months old until the age of 8, I was in and out of emergency care. Then from the age of 8 until 16 I was under permanent foster care. My first experience of hospitalisation due to mental health issues came at the age of 8. I was put under the Public Guardian at age 11 and this lasted until I was 18, even though I had moved out on my own at 16.

My mother had a diagnosis of schizoaffective disorder, and she also had issues with drugs. She was unable to care for me. When I was with my mother, I was exposed to horrific events. I had seizures as a child, expressed suicidal ideation, and engaged in self-harm. These issues of my childhood crossed into the next generation.

I have had long-term struggles with regulating my emotions, along with substance abuse and addiction issues. When I first became a mother myself, I found that I too was struggling with that role. My first daughter lived with me until she was 8. She then moved in with her father (from whom I am separated) until she was 11, then moved back to me until age 17.

My diagnoses have been revised over time. Currently, my diagnosis is complex post-traumatic stress disorder. Over time, I do think that the medications I have had, and the clinical therapies I have participated in, have stabilised both my emotional state and my living circumstances.

I have been with my current partner Robbie for eight years now. Robbie was a great help to me in getting off drugs. We have a place of our own and we have a daughter Sophie who is now three years of age.

Early in 2026 I was referred from a hospital stay to Flourish Australia's (Inclusive Employment Australia) service in Salisbury, South Australia. Here, peer work is embedded into employment support. I met Peer Worker Matt who has been helping me follow the path to my future employment goal of peer work.

Currently I am a disability worker with an NDIS provider. I've worked in Aged Care, at Target and at several remote roadhouses including the Nullarbor Plain (both in South Australia and Western Australia), and in the Kimberley Region of Western Australia. There, I did waitressing, bartending and console operation.

I know that working in helping professions can be challenging as well as satisfying. The path that led me here was having lived experience and that experience can itself be used to help others. Flourish Australia is a great believer in Peer Work.

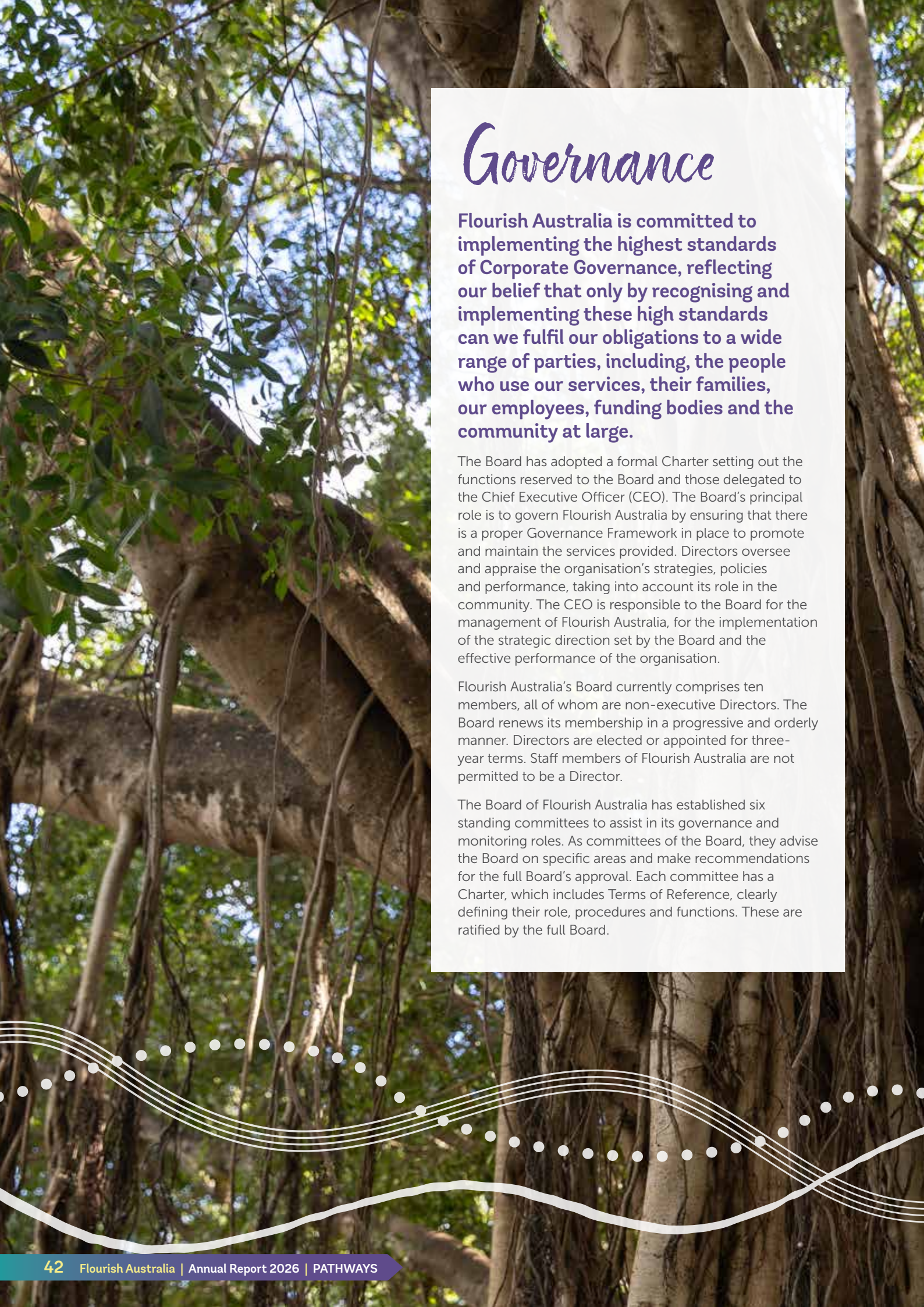
Now that I am further along the recovery path I am enrolled in a Certificate IV in Community Services (Mental Health) and have already begun to put in job applications.

The best thing about being a Peer Worker is that not only do you get to support people, which is something that I like, but you are also able to draw upon your own experiences to give unique support to people. It is a very different approach to a clinical role where you have a more remote 'textbook' role. I hope to start as a Peer Worker as soon as possible.

Toni's story has been written in collaboration with Panorama Magazine.

94%

of respondents reported using strategies to manage their own mental health and wellbeing.[1]



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.

People & Remuneration Committee

The People & 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 at least once annually.

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 Directors' 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. The last independent board review was undertaken in 2025.

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.

Research *Partnerships*

Flourish Australia partners with universities and research organisations on projects that strengthen mental health, wellbeing and service delivery.

The University of New South Wales

Our CEO, Mark Orr AM, is an Adjunct Associate Professor at the UNSW International Centre for Future Health Systems.

Monash University and Federation University

Digital integration within ageing health workforces and workforces supporting older people

This ARC funded ITTC Optimal Ageing project explores digital skills and training needs across ageing health workforces and services supporting older people, including people with mental health needs.

The University of Melbourne

Casting the Net for What Matters: The ALIVE National Consortium for Equitable Wellbeing and Mental Health Systems Transformation

This NHMRC funded project is a national consortium bringing researchers, communities and partner organisations together to address inequities and support community-led mental health systems change.



The University of Newcastle

Increasing the capacity of Community Managed Organisations to provide preventive care to people with a mental health condition

This MRFF funded project is developing and evaluating a model to strengthen chronic disease preventive care within community-managed mental health organisations.

The University of Queensland

Leveraging lived experience to prevent burnout among healthcare workers

This ARC funded research project examines whether workers' lived experience may help protect against client-related burnout and inform future workforce supports.

The University of Sydney

DRIV-R: A co-designed personalised app to navigate and accelerate my mental health recovery

This MRFF funded project is co-developing and testing a co-designed app to support people to assess their recovery, set goals and lead their own recovery planning.

SiMPLiCiTy CO-DESIGN: Co-design of a health information technology for self-care of multimorbidity in schizophrenia supported by peer workers

This NHMRC funded project is co-designing a digital tool, supported by peer workers, to help people who experience psychosis-related conditions manage their physical health.

University of Technology Sydney

Community In Motion: Preventing health disparities through a physical activity and wellbeing program for adults with complex mental health issues

This SPHERE funded research is evaluating how co-designed physical activity and wellbeing supports can be integrated into routine mental health care.



Research published during the year

Lederman, O., Fibbins, H., Tadros, E., Chapman, J., Orr, M., Ward, P.B., Watkins, A., Wirtu, G., Lamble, R., Curtis, J. & Rosenbaum, S. (2026). **Mobilising community-managed organisations: A call to action to confront physical health inequities in people living with complex mental health challenges.** *Australian & New Zealand Journal of Psychiatry*, 1– 9, https://doi.org/10.1177/00048674261450383

Love, S., Fehily, C., Ampofo, A., Ryall, J., Marasha, F., Latter, J., Lodge, S., Jackson, B., Campbell, E., Oldmeadow, C., Wynne, O., Orr, M., Govindasamy, S., & Bowman, J. (2025). **Increasing the capacity of community managed organisations to provide chronic disease preventive care to people with a mental health condition: Protocol for a cluster-randomised controlled trial.** *BMC Public Health*, 25, 4258. https://doi.org/10.1186/s12889-025-25089-7

Patmisari, E., Huang, Y., Orr, M., Govindasamy, S., Hielscher, E., & McLaren, H. (2025). **Making a home for individuals with serious mental illness: A systematic review.** *International Journal of Social Psychiatry*. https://doi.org/10.1177/00207640251387785

Patmisari, E., Huang, Y., Mclaren, C., Bhatia, P., Orr, M., Govindasamy, S., Hielscher, E., & McLaren, H. (2025). **Review of community-based interventions for people with serious mental illness, focusing on learning instrumental activities of daily living and enhancing wellbeing.** *Scandinavian Journal of Occupational Therapy*, 32(1), 2468421, https://doi.org/10.1080/11038128.2025.246

Regan, C., Bartlem, K., Hollis, J., Dray, J., Fehily, C., Campbell, E., Leask, S., Leigh, L., Orr, M., Govindasamy, S., & Bowman, J. (2025). **Evaluation of co-developed strategies to support staff of a mental health community managed organisation implement preventive care: A pilot controlled trial.** *Health Promotion Journal of Australia,* 36(2), e70018. https://doi.org/10.1002/hpja.70018

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Wirtu, G., Regan Lamble, R., Gagnon L., Farrell, J.A., Ho, D., Gott, L., Ryall, J., Orr, M., Rosenbaum, S. & Lederman, O. (2026). **Embedding physical activity in community mental healthcare: Lessons from the Community in Motion programme.** *British Journal of Sports Medicine*, 0, 1–3. https://doi.org/10.1136/bjsports-2025-111466



2025/26 Highlights

Workplace Gender Equality

Our Workplace Gender Equality report showed an average total remuneration gender pay gap of -17% (2025: +7%), significantly outperforming the target.

Peer Workers

46% of Flourish Australia's service delivery staff are peer workers, an increase of 22 percentage points over 5 years.



STRATEGIC PILLAR 4:
Workforce & Culture



Key Projects	What it is	Status
Measurement and Reporting	Implement capability measurement and reporting.	Achieved
Assessment of Training	Measure how training is applied at work.	Achieved
Workforce Strategy	Develop workforce, EVP and learning strategies.	Achieved
Communications Plan	Act on employee engagement survey insights.	Achieved
Measures of Improvements	Use metrics to improve culture and performance.	Achieved
Upskill Staff	Build management capability for operational leaders.	Achieved



"My pathway to recovery has been built on support, purpose and the belief that my future can be different from my past."

Paul

North Richmond, NSW

Paul's *Story*



As a child, I had migrated with my family to Australia from Canada. At school, I had been good at English and Maths and Home Science (because I do like food!). At eighteen, I began a career with the Royal Australian Air Force, which I loved. By the age of 21, however, I realised I could not sign on for more time with the Air Force, because my mother was seriously ill and I needed to assist her as well as my father.

My mother, father and sister all subsequently passed away, and this led to a decline in my mental health. The complex grief I experienced was made worse by the fact that earlier in life I had been abused by five people who were known to me.

I experienced not only depression but 'flashbacks' to traumatic situations.

My work life after the Air Force was mostly in customer service. I worked at McDonald's, I worked in call centres and for companies in the finance sector including debt recovery.

In this field of work, you are often on the receiving end of abuse from customers, but in another debt recovery job, a boss showed a total lack of understanding. My father was ailing and would sometimes call me at work. The boss said I was not 'committed' to my work and that my priorities were wrong. To me, the priority is family!

Today, I have to assist my partner and look after the house. In the past two years, she has lost both of her parents. Then she had a stroke and needed back surgery. I have a daughter Antonia who also requires disability care, and two step-children and three grandchildren.

Coming to Flourish Australia turned out to be the biggest positive change in my life. They put me at the centre of things. They told me they would work WITH me and that is what they did. They taught me techniques that I have been able to use that have helped me a great deal, such as mindfulness and breathing exercises.

Everyone has a rough time of it at some time. There are always hurdles in life, and with support you can clear some of them, but sometimes you will not. It can be very draining to those around you if you are always negative, so I try to maintain a positive outlook. I want my recovery journey to work so that my young daughter flourishes.

I have had a few physical health concerns with my heart, having had four separate issues, one of which caused me to collapse and break my coccyx. I am on medication and have regular check-ups to keep on top of this.

It was suggested to me that I might like to have a go at Flourish Australia's Community Advisory Council. I took the challenge, and after only four months I found myself being elected co-chair of the Council in November 2025.

In this role I am responsible for the orderly conduct of the monthly council meetings, introducing speakers, fielding questions and making sure business runs to schedule. This has been such a big deal for me in helping my recovery!

Paul's story has been written in collaboration with Panorama Magazine.

95%

of respondents felt confident in their ability to achieve personal wellbeing goals.[1]

Employee Value *Proposition*

This year's work on the Employee Value Proposition focused on clarifying what Flourish Australia offers its people, aligning the employee experience with the Strategic Plan, and preparing the organisation for a staged rollout from late 2026 into 2027.

As part of the Strategic Plan, the People and Culture team finalised Flourish Australia's Employee Value Proposition (EVP): a clear articulation of what makes Flourish Australia a great place to work. The EVP captures the essence of the organisation and is supported by our distinctive identifiers, offerings and benefits.

The EVP was shaped through a broad consultation process that brought together feedback from the Community Advisory Council, Senior Leadership Team, Board People & Remuneration Committee and People and Culture team. Employees across the organisation were also invited to contribute through a company-wide survey, onboarding feedback and engagement day sessions, ensuring the final framework reflected a diverse range of perspectives and experiences.

The EVP defines the Flourish Australia Experience by describing what it means to work at Flourish Australia and the distinctive offering we provide to attract, engage and retain our people. Feedback gathered through consultation was distilled into four key pillars: **Wellbeing, Social Impact, Reward and Recognition, and Lifelong Learning Culture.**

The EVP statement developed through this process captures the essence of the framework:

At Flourish Australia, we focus on making a positive impact in local communities through the work we do. You will be part of an inclusive team that values and champions Lived Experience of mental health. As you grow your career with us, you will be supported and recognised for the meaningful differences you make in people's lives.

Finalising the EVP Strategy Framework required sustained collaboration across the organisation, balancing competing priorities while ensuring the strategy was thoughtful, inclusive and aligned with Flourish Australia's current and future workforce needs.

Looking forward, the EVP will be rolled out towards the end of 2026 and into 2027. A plan is being developed to embed the EVP across each stage of the employee lifecycle, supporting attraction, onboarding, engagement, development and retention, while strengthening Flourish Australia's position as an employer of choice.

Together, the EVP and Talent Acquisition work demonstrate a coordinated focus on strengthening Flourish Australia's workforce foundations, clarifying why people choose to work here, and improving the systems used to attract and appoint the right people into roles.

Overview of each pillar

Wellbeing

We have built diverse and inclusive workplaces and communities where you will be made to feel welcome and safe. We will prioritise your wellbeing in a holistic way by investing in resources that support your professional growth, while protecting your work-life balance through genuine flexibility in how, when, and where you work.

Social Impact

You will be part of a purpose-driven organisation where your work contributes directly to a more compassionate and equitable society. People tell us that working here means being part of a movement, one that champions strengths-based approaches, elevates lived experience, and makes a tangible difference in local communities.

Reward and Recognition

We believe the dedication, compassion and unique contributions of our people deserve to be recognised and celebrated. Through a range of meaningful reward and recognition initiatives—including a quarterly reward and recognition program, and access to exclusive discounts and benefits—we show our appreciation for the difference our team members make every day.

Lifelong Learning Culture

We view it as an honour when someone chooses to include us in their professional journey. Therefore, we are dedicated to fostering your development and investing in your career. We provide numerous distinctive professional development opportunities for you to continually grow with us.



Talent Acquisition

The Talent Acquisition team supported workforce stability and service continuity throughout a dynamic and demanding year of recruitment, helping the organisation navigate a period of significant program change.

Following the Inclusive Employment Australia (IEA) tender outcome, the team partnered with senior leaders to forward plan workforce needs and recruit into critical roles ahead of the new program's commencement on 1 November 2025.

Innovative recruitment solutions, including the first Employment Coordinator group interview day, supported the timely appointment of IEA roles. In addition, the team worked to fill longstanding vacancies across the organisation. The CLS tender outcome in April 2026 created further workforce challenges, requiring increased staffing in some locations and suitable redeployment opportunities in others.

The Talent Acquisition team also continued championing the "Why Not a Peer Worker?®" Strategy, using targeted Peer Worker recruitment campaigns to ensure people accessing Flourish Australia services have access to the support of a Peer Worker. These targeted campaigns, delivered in collaboration with hiring managers, resulted in the appointment of 78 Peer Workers, representing 69% of all frontline staff hired.

- **493** Recruitment Campaigns
- **180** New Staff Appointments
- **180** Career Development Opportunities comprising of:
- **85** Permanent Appointments
- **95** Acting or Closed Term Appointments.

The year ahead will see the Talent Acquisition team finalise and implement a Recruitment Strategy designed to strengthen Flourish Australia's ability to attract, select and retain high-quality, diverse talent. This work will focus on enhancing the employer brand, improving recruitment processes and delivering a consistently positive candidate experience that reflects Flourish Australia's values and commitment to inclusive employment.

Learning & Development

Building Momentum: Learning, Leadership and Capability in Action

In 2025/26, Learning and Development translated Flourish Australia's L&D Strategic Plan 2024-2027 into practical capability, leadership and learning initiatives that strengthened how our people deliver quality practice. Guided by the three strategic pillars — Quality Practice and Outcomes, Leaders of the Future, and Love of Learning Culture — the year delivered measurable progress in building staff confidence, improving consistency and making learning easier to access in everyday work.

Quality Practice and Outcomes

A standout achievement this year was the direct contribution of learning to stronger and more consistent quality practice across services. Building on the success of our skills-based approach to CANSAS Conversations, we introduced a skills-based approach to the RAS-DS, supporting staff to have more meaningful, outcome-focused conversations with the people we support. In just 12 months, 430 people across the organisation were accredited in this skill, strengthening practice confidence and creating a more consistent foundation for quality conversations across teams.

We also reintroduced the Social Citizenship Framework through a co-created eLearning experience, helping reconnect staff with the principles that sit at the heart of recovery-oriented and community-connected practice. Alongside this, significant work was completed on updating the Capability Framework, which is now ready for rollout to our service delivery teams. Together, these initiatives provide a clearer and more consistent foundation for building capability, confidence and quality outcomes.

We also expanded learning through new soft skills pathways on the L&D Hub, giving all employees easy access to practical, bite-sized opportunities to build capability in the flow of work. Topics such as Emotional Resilience, Honest Conversations and Resolving Conflict support our people to strengthen everyday skills that make a real difference in how we communicate, collaborate and support one another.

Leaders of the Future

Developing confident, capable and reflective people leaders remained a major priority. This year, we continued to build our leadership ecosystem by evolving the Leadership Onboarding program and expanding the range of leadership and management resources available through the L&D Hub.

Learning opportunities were broadened beyond onboarding through leadership-focused workshops and resources, including the Coaching for Excellence Workshop for People Leaders, leadership coaching resources, leadership development content hosted within the L&D Hub, and curated learning pathways for people leaders.

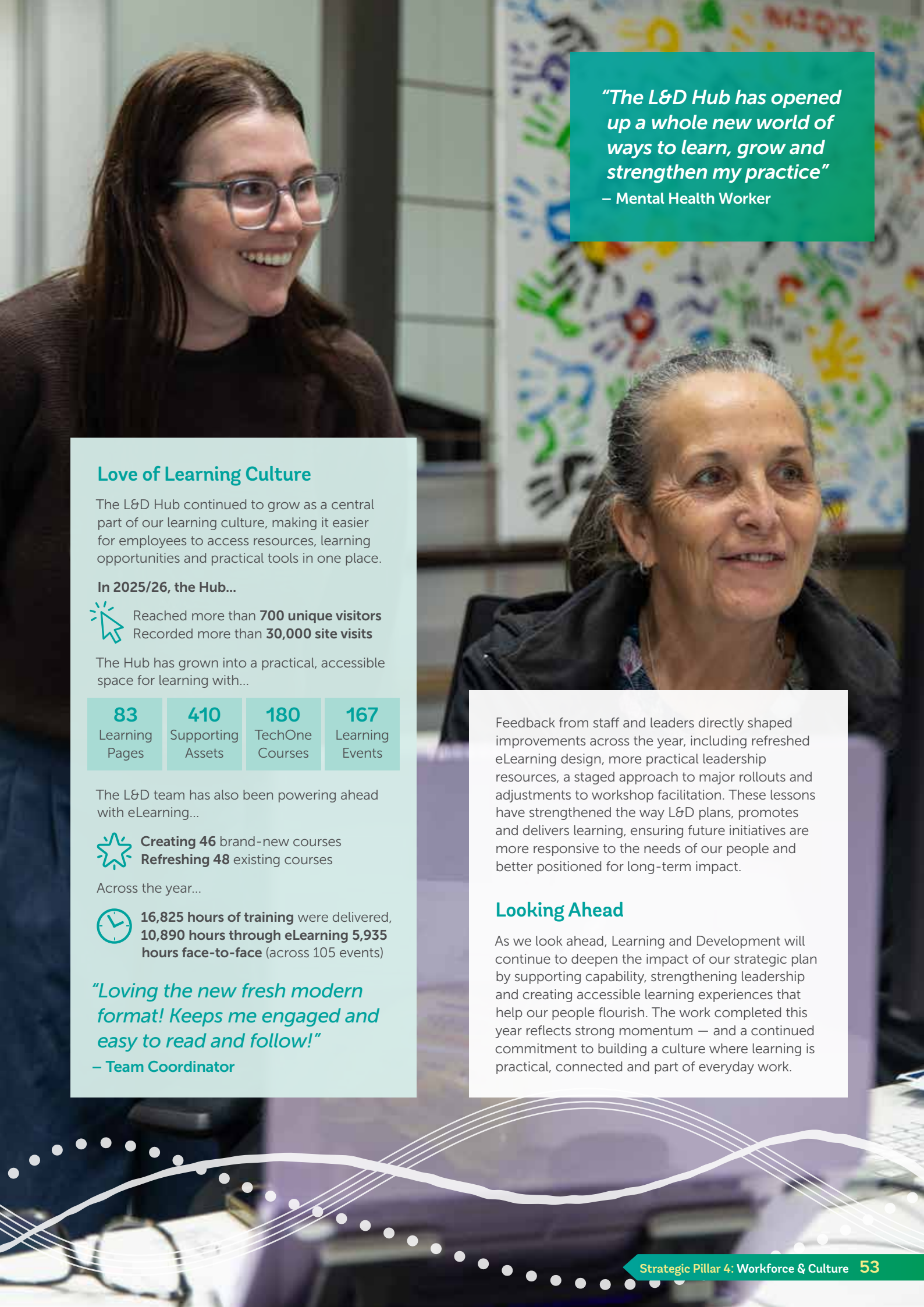
"To engage with others and be inspired by their skills and knowledge... loved it, this workshop has given me lots to reflect on in my own practice"

– Acting Team Coordinator

A substantial body of work was also completed to design Flourish Australia's first structured internal Leadership Development Program — a personalised, skills-based leadership pathway that will be rolled out in 2027 to support leaders to grow with clarity, confidence and purpose.

Lessons Learned and Continuous Improvement

While 2025/26 was a year of strong progress, not every initiative went exactly to plan. Some consultation workshops experienced lower-than-expected attendance, and several major pieces of work — including the Capability Framework and Leadership Development Program — required more consultation, refinement and planning than first anticipated. Rather than viewing this as a setback, these experiences provided valuable learning. They reinforced the importance of co-design, clear communication, manager support and creating learning that is practical, accessible and psychologically safe.



"The L&D Hub has opened up a whole new world of ways to learn, grow and strengthen my practice"
– Mental Health Worker

Love of Learning Culture

The L&D Hub continued to grow as a central part of our learning culture, making it easier for employees to access resources, learning opportunities and practical tools in one place.

In 2025/26, the Hub...

Reached more than **700 unique visitors**
Recorded more than **30,000 site visits**

The Hub has grown into a practical, accessible space for learning with...

83	410	180	167
Learning Pages	Supporting Assets	TechOne Courses	Learning Events

The L&D team has also been powering ahead with eLearning...

Creating 46 brand-new courses
Refreshing 48 existing courses

Across the year...

16,825 hours of training were delivered, **10,890 hours through eLearning 5,935 hours face-to-face** (across 105 events)

"Loving the new fresh modern format! Keeps me engaged and easy to read and follow!"
– Team Coordinator

Feedback from staff and leaders directly shaped improvements across the year, including refreshed eLearning design, more practical leadership resources, a staged approach to major rollouts and adjustments to workshop facilitation. These lessons have strengthened the way L&D plans, promotes and delivers learning, ensuring future initiatives are more responsive to the needs of our people and better positioned for long-term impact.

Looking Ahead

As we look ahead, Learning and Development will continue to deepen the impact of our strategic plan by supporting capability, strengthening leadership and creating accessible learning experiences that help our people flourish. The work completed this year reflects strong momentum — and a continued commitment to building a culture where learning is practical, connected and part of everyday work.

Advancing Workplace Gender Equality



Working Group

Flourish Australia continued to strengthen its commitment to building a workplace where people of all genders have equitable access to opportunity, support and career development. A key step in this work was the establishment of the Workplace Gender Equality Working Group, formed to guide the development and implementation of a practical Workplace Gender Equality Action Plan.

The Working Group brings together team members from different roles and areas of the organisation, including frontline workers, frontline leaders, senior leadership and community representation. This broad membership ensures that gender equality initiatives are informed by a range of experiences and perspectives, and that actions are grounded in the realities of Flourish Australia's workforce and services.

Over the reporting period, the Working Group reviewed Flourish Australia's workplace gender equality data, considered organisational strengths and opportunities for improvement, and contributed to the selection of gender equality targets required under the Workplace Gender Equality Agency framework. This included consideration of practical actions such as annual consultation with staff, strengthened pay gap analysis, and improvements to parental leave arrangements to better support employees with family and caring responsibilities.

This work builds on Flourish Australia's existing commitments to inclusion, diversity, respect and psychologically safe workplaces. It also reflects our understanding that gender equality is not only a compliance obligation, but an important part of creating a culture where employees feel valued, heard and able to contribute fully to our purpose.

Looking ahead, the Working Group will continue to support the development of measurable actions, monitor progress against agreed targets, and provide a forum for employee voice and continuous improvement. Through this collaborative approach, Flourish Australia is taking deliberate steps to ensure our workforce remains inclusive, equitable and aligned with our values.

Workplace Gender Equality: Progress, Transparency & Action

The organisation continued to strengthen its commitment to workplace gender equality through its 2025/26 reporting to the Workplace Gender Equality Agency (WGEA). The annual submission provides an important opportunity to review workforce composition, remuneration outcomes, employee consultation, flexible work practices and prevention strategies for harassment and discrimination.

During 2025/26, we reported an average total remuneration gender pay gap of -17.3% and a median total remuneration gender pay gap of -7.9%, meaning that average female remuneration was higher than the average male remuneration across the organisation. While this is a positive headline result, WGEA's reporting framework highlights the importance of looking beyond the overall figure to understand workforce composition, role distribution and progression patterns.

At management level, men were paid more than women on average, with a median gender pay gap of 9.6%. Women represented 47% of senior leadership roles, 74% of other manager roles and 69% of non-manager positions, while 70% of Board directors were women.

We are committed to reducing the management-level gender pay gap by better understanding its drivers and using this evidence to guide targeted action on pay equity, career progression and workforce planning.

This year, the organisation selected gender equality targets focused on practical, measurable improvement. These include increasing men's representation in professional roles, where women currently hold 70% of positions; consulting employees through a diversity committee, focus groups and exit interviews; and completing an annual comprehensive gender pay gap analysis for reporting to the Board. The Workplace Gender Equality Working Group will play an important part in implementing actions to meet these targets.

The organisation also reported policies or strategies across key WGEA Gender Equality Indicators, including workforce composition, equal remuneration, flexible working arrangements, support for employees with family or caring responsibilities, employee consultation, and prevention of sexual harassment and discrimination. These foundations support a safer, more inclusive and more equitable workplace culture.

Looking ahead, we will continue to use workforce data, employee feedback and annual pay gap analysis to guide targeted action. By maintaining transparency, strengthening consultation and embedding gender equality into workforce planning and organisational decision-making, the organisation is well placed to demonstrate authentic progress over the coming reporting cycle.



Diversity Council

As Flourish Australia continues to grow and serve increasingly diverse communities, our commitment to diversity, equity and inclusion is both a workforce priority and a service-quality priority. This work will help ensure our people feel respected and supported, while strengthening our capacity to deliver inclusive, accessible and culturally responsive services.

Flourish Australia and the communities it serves are increasingly diverse. We want to continue building an inclusive workplace culture where everyone feels respected, safe and valued, and where people can be themselves and fully contribute their perspectives. We believe this commitment strengthens both our workforce and our services by supporting inclusive, equitable and accessible service delivery for the communities we serve.

Hearing different perspectives is essential to building an inclusive workplace and removing barriers. This is why we established the Diversity Council this year, bringing together ten dedicated and purpose-driven team members from across the organisation to represent a range of communities and perspectives, including LGBTIQA+, Aboriginal and Torres Strait Islander, CALD, neurodiverse communities, people of mature age and lived experience. The council meets quarterly and has spent the year identifying current barriers and priorities. Its work has included reviewing current practices and supporting changes ahead of Flourish Australia's Australian Workplace Equality Index and Health and Wellbeing Equality Index submissions, two leading Australian benchmarking tools for LGBTIQA+ inclusion in workplaces and in the health and human services sector.

Through these discussions, emerging priorities include strengthening inclusive practice, improving employee voice and representation, and identifying practical ways to make systems, policies and services more accessible for people with diverse identities and lived experiences.

"When people feel safe to be themselves and share their perspectives, everyone benefits. The Diversity Council is helping ensure diverse voices are heard, valued and reflected in how we work, support one another and deliver services."

– Rochelle, council member

A core focus of the Diversity Council has been the development of Flourish Australia's Diversity Strategy. Co-design sessions with employee networks and the Community Advisory Council have provided valuable insight into our current diversity and inclusion landscape, as well as the priorities that should guide our next steps. While Flourish Australia has already delivered many initiatives that provide a strong foundation, the Diversity Strategy will help us challenge ourselves further and take a more intentional approach to embedding diversity, equity and inclusion into everything we do.

This strategy will provide a clear pathway for listening, learning and action, ensuring diversity, equity and inclusion remain embedded in how we support our people, partner with communities and deliver services.

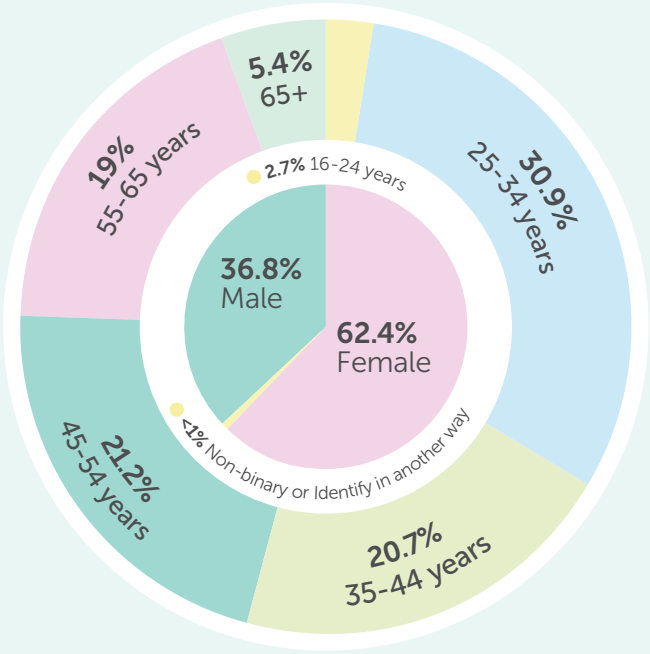
Our Diversity Council is made up of people from a variety of metropolitan, regional and rural areas including:

- Seven Hills, NSW
- Marrickville, NSW
- Maitland, NSW
- Penrith, NSW
- Newcastle, NSW
- Sydney Olympic Park, NSW
- Caboolture, QLD



Who We Are

Flourish Australia is proud of the diversity among our **862** team members.



13%
of our team identify as LGBTIQA+

5%
of our team are Aboriginal or Torres Strait Islander

25%
of our team are Culturally & Linguistically Diverse

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

65%
of our team have
lived experience

Flourish Australia received an
Employee Net Promoter Score of
+12[2]

82.3%
of complaints were
resolved within 28 days
with a median resolution time of 17 days



Flourish Australia *Board*



Judi Higgin
Board Chair

B Soc Sci, Dip Mgt, Dip Dis Stud, EMBA

Appointed May 2026

Finance, Audit & Risk Management Committee,
People & Remuneration Committee

Service Quality and Safety Committee



Professor Elizabeth More AM
Board Chair

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

Appointed December 2015

Resigned May 2026

Flourish Foundation Australia Committee *Chair*

People & Remuneration Committee

Finance, Audit & Risk Management Committee

Service Quality & Safety Committee

Nominations Committee



Andrew Pryor
Treasurer

BComm, FCA, GAICD

Appointed February 2019

Finance, Audit & Risk Management Committee *Chair*

People & Remuneration Committee

Digital Capability Committee

Nominations Committee



Paula Davies

BEc, LLB, Grad Dip Leg Prac, Grad Dip Psych Stud, GAICD

Appointed 19 November 2024

Digital Capability Committee

Service Quality & Safety Committee

Flourish Foundation Australia Committee



Michelle Eason

BN, MN(MH),
GradCert HLth Lead Mgt, GradCert Clin Redesign

Appointed October 2025

Service Quality & Safety Committee



Theresa Effeney

BA (HR Mgt and Policy Studies)

Appointed November 2022

People & Remuneration Committee *Chair*

Finance, Audit & Risk Management Committee

Digital Capability Committee

Nominations Committee



Hakan Harman

MPAdmin, BComm (Accounting), FCPA, FGIA, MAICD

Appointed November 2025

Finance, Audit & Risk Management Committee, Flourish Foundation Australia Committee



Peggy Huang

LLM, MBA, BAppSc (Exercise Physiology), BSc (Nutrition & Dietetics, Hon. Class I), Cert IV AHA (Physiotherapy and Occupational Therapy), Dip Rehabilitation, Dip Project Management, Dip Leadership and Management, FAICD

Appointed August 2025

Service Quality & Safety Committee

Nominations Committee

Find out more about our Board



Megan Still

B App Sci, M App Sci (Research)

Appointed November 2022

Service Quality & Safety Committee *Chair*



Amy Rust

Appointed September 2025

Flourish Foundation Australia Committee



Kareem Tawansi

BA (Psych, Comp Sci), GAICD

Appointed January 2023

Digital Capability Committee *Chair*

Flourish Foundation Australia Committee



Fiona Justin

B App Sci, LLB, Grad Dip Int. Relations, GAICD

Legal Counsel & Company Secretary

Board and Committee meeting attendance

Board meeting member	Meetings Attended	Meetings held during the time the director held office
Judi Higgin	1	1
Prof. Elizabeth More AM	8	8
Andrew Pryor	9	9
Paula Davies	8	9
Michelle Eason	4	5
Theresa Effeney	7	9
Hakan Harman	5	5
Peggy Huang	6	6
Megan Still	9	9
Amy Rust	6	6
Kareem Tawansi	8	9

Digital Capability Committee member	Meetings Attended	Meetings held during the time the director held office
Kareem Tawansi	4	4
Andrew Pryor	4	4
Paula Davies	4	4
Theresa Effeney	0	0

Finance, Audit & Risk Management Committee member	Meetings Attended	Meetings held during the time the director held office
Andrew Pryor	6	6
Judi Higgin	1	1
Prof. Elizabeth More AM	5	5
Theresa Effeney	4	6
Hakan Harman	4	5

CEO Mark Orr AM is a member of all committees except Nominations, but is not a member of the Board.

Flourish Foundation Australia Committee member	Meetings Attended	Meetings held during the time the director held office
Prof. Elizabeth More AM	5	5
Kareem Tawansi	3	5
Paula Davies	4	5
Hakan Harman	3	3
Amy Rust	1	1

Nominations Committee member	Meetings Attended	Meetings held during the time the director held office
Prof. Elizabeth More AM	3	3
Andrew Pryor	5	5
Theresa Effeney	5	5
Peggy Huang	4	4

People & Remuneration Committee member	Meetings Attended	Meetings held during the time the director held office
Prof. Elizabeth More AM	2	2
Andrew Pryor	2	2
Theresa Effeney	2	2

Service Quality & Safety Committee member	Meetings Attended	Meetings held during the time the director held office
Judi Higgin	1	1
Prof. Elizabeth More AM	5	5
Paula Davies	6	6
Peggy Huang	4	4
Megan Still	5	6
Michelle Eason	4	4

Senior Leadership Team



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, FAICD, FGIA, FCG(CS), MAAPi, Registered Psychologist



Mohammed Alkhub

General Manager, Business Excellence

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



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



Belinda Jenkins

Acting General Manager, Services

BSocSci, Adv Dip Comm Sect Mgt, Dip Comm Serv



Susan McCarthy

Chief Operating Officer

BSc (Nutrition and Physiology), MPH, GAICD



Peter Neilson

Chief Development Officer

BComm, CPA, Master of Business Administration, MAICD

The year ahead

In 2026/27 we are committed to completing the following projects:

Strategic Plan

Our current Strategic Plan finishes 30 June 2027, so we will be developing a new Strategic Plan.

Digital Strategy and Roadmap

We will develop a new digital strategy and roadmap in the first half of the year. This will help inform our artificial intelligence and automation journey, and support the Strategic Plan's goals.

New Standards

We will be audited against the National Safety and Quality Standards for Digital Mental Health and National Safety and Quality Standards for Community Managed Mental Health Services.

Community Living Supports Program

We will transition to the new Community Living Supports program establishing new sites and transitioning people to new providers.

Gender Equality

We will continue to focus on gender equality, guided by our Gender Equality Working Group and commitments made as part of the Workplace Gender Equality Agency target setting.



2025/26 Highlights

Annual Reporting Awards

Our commitment to transparency and good governance was recognised by a Silver Award once more in the Australasian Reporting Awards 2025.

Cybersecurity

We improved our Essential 8 score and were rated as Medium to Low Risk due to the significant improvements in performance between 2024 and 2025.

ISO 27001 Audit

We were accredited for the first time against ISO 27001 Information Security Management Systems.



STRATEGIC PILLAR 5:
Sustainability & Resilience



Key Projects	What it is	Status
Sustainable Services	Grow and sustain services across four states.	Achieved
Philanthropic Giving	Increase philanthropic and workplace giving.	Achieved
Workforce makeup	Review workforce allocation across service types.	Achieved
Improve NDIS performance	Improve performance or reduce services by site.	In progress
Environmental Sustainability	Measure environmental sustainability activities.	In progress
New CMS/CRM (Flourish Connect)	Implement the new CMS and CRM.	Achieved
AI Apps	Investigate AI applications to reduce costs.	On track



"Every course I complete is another step along my pathway to independence."

Osmat "Sam"
Marrickville, NSW

Osmat's *Story*

It felt like I was just going somewhere for a visit; then I would discover that I couldn't get out again! This is what some people call "the revolving door of mental health hospitals."

I came to Australia from Lebanon, so English is not my first language, though I had studied Arabic and a bit of French and English at school. I was enrolled in an Intensive Migrant English Centre.

When I was fifteen, my parents were concerned about me. I was sent to hospital for two weeks and ended up in an institution. I was eventually released but it happened all over again.

Because of my experience of being institutionalised from mental illness I have not been able to do the things that I have wanted to do in life. I missed the final three years of school, years 10, 11 and 12. That left me at a big disadvantage.

Another thing that has disadvantaged me is the side effects of the medication I take. It is affecting my physical health. I have gained a lot of weight; I have inflammation and poor circulation that even affects my eyes. Sometimes I have trouble pulling on my socks.

Fortunately, I came to Flourish Australia where I gained employment within their community business at Marrickville. I currently work from 8am to 3pm three days a week. It is great that I can gain some experience and earn a bit of money. Through supported employment with Flourish Australia, I have been able to do some courses; Certificate III qualifications in Warehouse Operations and Work Health and Safety, followed by a Certificate IV in Supply Chain Operations.

I like study, it is the way to a normal life! But I want to do more. I want to get off the Disability Support Pension and make more money so that I can pay tax and support others!

My brother runs a business. I would like to help him with that business and perhaps one day buy some property. These may be dreams now but I have a step-by-step plan of how to reach my goals.

I have already been working for 15 years but I need to find open employment so that I can earn more money. To do this I realise I have to complete my education.



I am at TAFE now working on Maths and English. My goal is to complete the equivalent of the HSC and then do a Certificate IV in Community Services (Mental Health Peer Work). I receive support from TAFE to reach my educational goals. There is a lot of work to get through, and I realise that I need to do it step by step and keep it realistic.

I have been supported in getting a medication review with a psychiatrist. It is hard to find a psychiatrist, but I really want to try to find a balance with my medication that does not affect my health so much. I also try to go for walks to improve my health.

My teacher tells me that I am good at Maths. One of the most important parts of being a peer worker is listening and communicating. That means that I must concentrate on doing well in improving my English language skills so that I can become a Peer Worker!

Osmat's story has been written in collaboration with Panorama Magazine.

About Panorama

Founded in 1996, Panorama Magazine has grown to become a lifestyle magazine dedicated to informing and encouraging the recovery journey of readers. With a readership of 35,000 across Australia and internationally, Panorama is written, designed and produced almost entirely by people with a lived experience of mental health issues.*

Scan QR to get a free copy of Panorama.

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

Flourish Australia Employment *Services*

Inclusive Employment Australia

The 2025/26 financial year was a period of significant growth, transformation and opportunity for Flourish Australia's Employment Services. The transition from Disability Employment Services (DES) to Inclusive Employment Australia (IEA) enabled Flourish Australia to support more people to pursue their employment goals and aspirations. By 30 June 2026, 1,640 people had received support through IEA, while 370 people had secured employment since the introduction of the program. These achievements reflect the growing number of people pursuing meaningful employment, increased independence and greater community participation.

A defining feature of Flourish Australia's implementation of IEA has been the integration of dedicated Peer Worker roles across the program. As one of a small number of providers nationally to embed lived experience roles within an employment service model, Flourish Australia recognised that employment is often one part of a broader recovery journey. Many people are working towards increased confidence, wellbeing, social citizenship and independence alongside their vocational goals.

Peer Workers use their lived experience of recovery to walk alongside people as they build on their strengths, identify opportunities and move towards goals that are meaningful to them on their employment journey. Throughout the year, the peer workforce became an integral part of service delivery, helping people strengthen confidence, develop new skills, build social connections and increase readiness for employment. This approach reflects Flourish Australia's belief that supporting the whole person creates stronger and more sustainable opportunities for people to achieve and maintain meaningful employment.

To support growth, Employment Services recruited approximately 45 additional team members across frontline and leadership roles. At the same time, the service strengthened connections across

Flourish Australia, ensuring people could access employment support alongside broader wellbeing, community and recovery-oriented supports. Lived experience perspectives continued to shape service delivery through the peer workforce, co-design activities and opportunities for people accessing support to contribute to service development and improvement.

1640 People accessing support through IEA

370 People secured employment

45 Additional team members recruited

Peer workforce embedded across all IEA regions

Service footprint: Across NSW & QLD locations

Community Business: Creating Opportunity Through Social Enterprise

Community Business and Supported Employment programs continued to demonstrate the important role that social enterprise can play in creating meaningful opportunities for people to contribute, participate and pursue their goals.

A highlight of the year was the success of the Buckingham House Kitchen Hospitality Program, which celebrated its first graduating cohort. Five people successfully completed a nationally recognised Certificate II in Hospitality, combining accredited training with practical workplace experience in a supportive and recovery-oriented environment. Following completion of the program, two graduates secured employment within the local hospitality industry, demonstrating how workplace experience, training and individual strengths can create meaningful pathways to employment.

Community Business also celebrated another significant employment outcome, with a long-term supported employee from the Rural Fire Service cleaning contract transitioning into open employment within the commercial cleaning industry once the contract ended.



Community Business locations: Marrickville, Harris Park, North Parramatta, Newcastle, Surry Hills

These achievements highlight the important role supported employment can play in helping people build confidence, develop skills and pursue greater workforce participation.

Across the broader Community Business portfolio, the year saw continued diversification of business activity. Growth in Prestige Packaging contributed to increased activity across Marrickville and Harris Park, creating additional employment opportunities while strengthening revenue diversification. Courier operations also continued to grow and remain a valued component of the Community Business portfolio, providing meaningful work opportunities while delivering strong commercial outcomes.

While the year brought many successes, it also highlighted the importance of ongoing innovation.

Operations at North Parramatta continued to experience pressures within an increasingly competitive cleaning market, reinforcing the need to diversify and strengthen social enterprise opportunities that balance commercial sustainability with Flourish Australia's commitment to supporting people to pursue meaningful employment.

Looking ahead, Flourish Australia remains committed to strengthening lived experience leadership, expanding social enterprise opportunities and supporting more people to pursue their goals through meaningful employment, social inclusion and community participation. Together, Employment Services and Community Business continue to create opportunities for people to build on their strengths, pursue their aspirations and progress along their own recovery journeys.

160
Supported employees across Community Business

5
Buckingham House hospitality program graduates

2
Graduates secured employment within the hospitality industry

Environmental, Social & Governance Factors

We remain committed to ethical conduct, social impact and good governance, and playing our part in relation to sustainability and protecting our 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 understand that acting on each of these objectives is a direct investment in the health of the communities in which we live and deliver services.

Our Performance Before 2025/26

Investments

The Board of Directors determined Flourish Australia will not directly invest in companies with any significant involvement (10%+ of revenue) in thermal coal mining.

Gender equity

Flourish Australia's commitment to gender equity sees a majority of women on our board.

Work health and safety and environmental management programs

Flourish Australia has established work health and safety and environmental management programs, both certified against relevant ISO Standards ISO 45001:2018 and ISO 14001:2015, respectively.

Our Performance 2025/26

Hybrid Vehicles

Flourish Australia has chosen a hybrid vehicle as its preferred pool vehicle and as existing petrol or diesel vehicles are replaced the majority will be replaced with a hybrid equivalent. Flourish Australia has set a target of 90% of its motor vehicle fleet being hybrid by June 2031.

The proportion of Flourish Australia's motor vehicle fleet that are hybrid vehicles has increased from 2% as at 30 June 2025 to 11% as at 30 June 2026.

Greenhouse Gas Emissions

We have commenced the process of collecting data across our properties where it is possible (currently approximately 75% of our properties) to start to identify trends and related actions where possible.

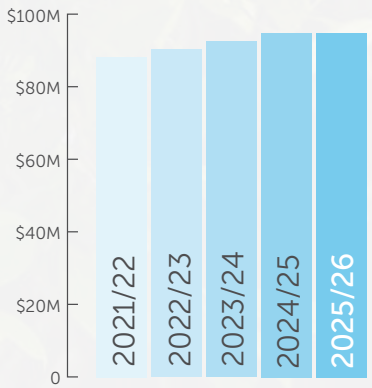
Models of care and support

During 2025/26 Flourish Australia completed the development of our new integrated service information management and scheduling system, named Flourish Connect. This system enables more efficient scheduling which will increase efficiency, reduce travel time and reduce environmental impacts.

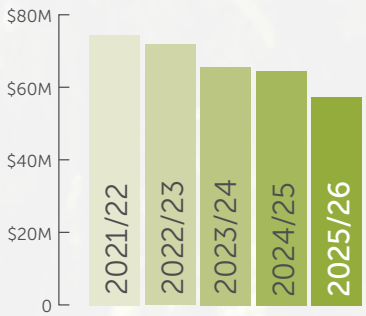
Financial Summary

Flourish Australia financial trends over the last 5 financial years:

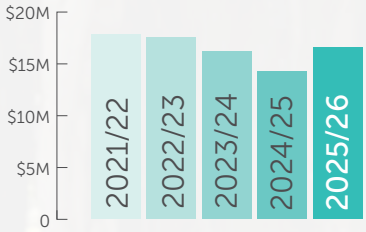
Our total **REVENUE** over the last 5 financial years



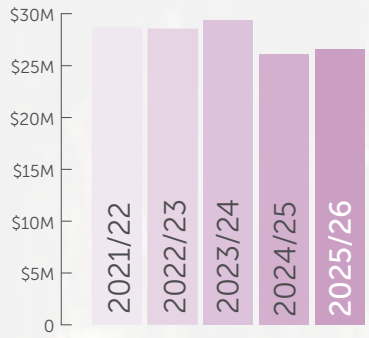
Our total **ASSETS** over the last 5 financial years



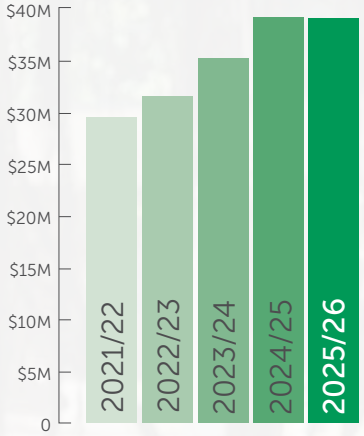
People supported to help find and keep a job



People supported to maintain a home



People supported to access connection & community



Our Financials

At 30 June 2026 our financial position remains solid with a positive trend and outlook

Our operating result for the year was a deficit of $1.5 million.

This year the deficit was primarily due to the one-off impacts flowing from our transition to the new Inclusive Employment Australia (IEA) contract. The securing of this major contract with the Department of Social Services during 2025/26 enables us to support more people to find a job from 2026/27 onwards, leading to a growth in our employment support related revenue.

This year we also incurred the final one-off expense of $0.5 million in completing the development of our new integrated service information management and scheduling system, named Flourish Connect, which has positioned us to achieve efficiency improvements together with enabling greater business and individual participant insights.

A number of difficult strategic decisions have been made over the last couple of financial years to address organisational operating deficits, including the closure of unviable sites and a focus on productivity and efficiencies. The financial impact of these actions has enabled us to trend towards a targeted breakeven result in the coming reporting periods. We wish to acknowledge and thank the entire Flourish Australia team, the Leadership team and the Board for all the focus, support and efforts in this regard.

We continued to support people through programs funded through government service contracts and these programs remain an important and growing part of what we do, representing 67% (2024/25: 63%) of our overall revenue from ordinary activities in 2025/26. 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 28% (2024/25: 31%) of our overall revenue from ordinary activities in 2025/26.

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 2025/26 we maintained our overall support in these areas, with associated costs representing 68% (2024/25: 67%) 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 2025/26 we continued our support working with people to find a job, with associated costs representing 17% (2024/25: 15%). During 2025/26 our other costs, which includes our administration costs, decreased to 14.6% (2024/25: 19.9%) as a percentage of our total revenue from operations.

During 2025/26 Flourish Australia sold 21 units developed at Guildford. This sales momentum has continued, with 5 units sold after 30 June 2026 and the remaining 3 units being actively marketed for sale.



2026 Financial Summary

OUR SOURCES OF REVENUE	2025/26 $'000	2024/25 $'000
NSW Government	30,084	30,325
Commonwealth Government	27,661	24,455
NDIS	25,868	28,912
Business Sales	3,492	3,433
Queensland Government	2,472	2,381
South Australian Government	1,969	1,804
Other revenue from ordinary activities	1,782	2,657
Subtotal - Operations	**93,328**	**93,967**
Other income	1,546	832
Total Revenue	**94,874**	**94,799**

COSTS SUMMARY	2025/26 $'000	2024/25 $'000
Helping people make friends, get involved and learn new things	39,660	39,955
Supporting people where they live	26,342	26,594
Working with people to find a job	16,755	14,600
Other expenditure	13,652	18,734
Total Costs	**96,409**	**99,883**

OUR BALANCE SHEET AT A GLANCE	2025/26 $'000	2024/25 $'000
Assets		
Cash and cashable investments	15,356	11,460
Assets classified as held for sale	2,276	5,003
Receivables	1,799	3,366
Investment properties	-	3,177
Property, plant and equipment	24,012	23,961
Right of use assets	6,612	9,117
Intangibles	1,863	1,995
Other assets	5,422	6,068
Total Assets	**57,340**	**64,147**
Liabilities		
Accounts payable	4,356	3,660
Other current liabilities	9,156	6,976
Financial liabilities	1,700	3,400
Provision for staff LSL and holiday pay	9,061	9,424
Provisions	2,355	6,205
Lease liabilities	6,972	9,620
Total Liabilities	**33,600**	**39,285**

EQUITY	23,740	24,862

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 Sydney Local Health District

Queensland Government

Queensland Health

South Australia Government

SA Department of Health and Wellbeing

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

Flourish Australia Consortia Partners include:

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

headspace Bankstown

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

1. 2026 Flourish Australia YES Survey (n=1017)

2. 2025 Flourish Australia X-Ref Engage Survey (n=388)

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

flourish® AUSTRALIA

Where mental wellbeing thrives

WELCOME HERE acon

Australasian Reporting Awards SILVER AWARD 2026

Pride in Health + Wellbeing Awards 2024-2027 HIWEI Bronze Service Provider

National Regulatory System Community Housing REGISTERED PROVIDER

Registered Charity acnc.gov.au/charityregister

Service Excellence

Standards Wise International Australia

CPG Certification Partner Global NDIS

CPG Certification Partner Global NSMHS

CPG Certification Partner Global NSDS

CPG Certification Partner Global ISO 9001, ISO 14001 ISO 27001, ISO 45001



flourish® AUSTRALIA

Where mental wellbeing thrives

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FlourishAus

View the Flourish Australia Annual Report online

Kaurna Country