



ICLA

# ANNUAL REPORT

**2016-2017** .....





## OUR VALUES

*Respect for all*

*Integrity in all we do*

*Results for those we serve*

*Accountable in all we do*

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### Acknowledgement

Independent Community Living Australia would like to acknowledge the traditional owners of the lands on which we work and pay our respects to elders past, present and future for they hold the memories, the traditions, the culture and the hopes of Aboriginal Australia.

# MISSION & VISION & PURPOSE

## OUR MISSION

*is to deliver personalised support enabling individual choice to improve people's lives.*

## OUR PURPOSE & ROLE

*is to promote people's independence, active participation and inclusion in the community to live a valued life.*

## OUR VISION

*is the people we support, our staff and the organisation all thrive.*

# A LITTLE ABOUT US

**Independent Community Living Australia (ICLA) is a community organisation established in 1987 and is an Australian company limited by guarantee.**

We provide a **range of support services** for people who have challenges with their mental health and/or other disabilities.

## We:

- Provide specialised support services tailored to each individual's choices and needs within flexible programs which assist each individual in their day to day living and involvement in the community.
- Promote acceptance, interaction and participation of individual's within their wider community.
- Assist the people we support to reach their full potential.
- Empower people to build independent happy and fulfilled lives.
- Provide long term secure and affordable accommodation.
- Embed continuous quality improvement in all we do.
- Provide our staff with support and the opportunity for growth and development.
- Maintain accreditation against the National Mental Health Service Standards and verification against the National Disability Services Standards.

**"We empower people to build independent happy lives"**



# MESSAGE FROM THE CHAIR

**We've been quietly chipping away here at ICLA and looking back, as you will see in the pages ahead, frankly, we've had a big year.**

My role here is to voice some very well earned thanks and congratulations, perhaps sketch a few pointers to the years ahead, and above all to entice you deeper into this little book and with it the evolving ICLA story at about its thirtieth year.

It is a story we are proud of and that we hope will tempt you aboard one way or another. Whether you are reading this as a prospective worker, supplier, funder, investor, supporter or above all person we can serve, welcome!

"Big year" for us you will see has less in the numbers - that's next year and beyond. It's about the way we do and think about our important work; it's about, increasingly, the way we manage and pay for staff and systems to do it, and it's about, more so down the track, the ways we will find people to do it with, to serve.

These days everyone has the required organisational infrastructure of Missions and Values and the like, of course, but please do scan ours as you read ahead. Quite a few of us put head and heart into them and like the way they feel, work together and roll into the plans and actions that have brought us this big year and tremendous forward momentum.

Consider for example the excitement - or is burden - of our self-tasked horizon, that there is too much need in the world for us not to seek opportunities to grow and diversify.

More immediately though what has big meant for ICLA then? Read ahead about:

- What a strong new CEO and effective leadership can do
- A senior management team empowered to better our operations

- Enthusiasm in our various teams built from thoughtful operational restructuring
- Crucially, improving outcomes for the people we serve

Read about third party verification that reported too much "outstanding" to be mere business as usual.

Read some stories of our diverse people, our workers as well as those we serve.

Understand that within the last few months half our revenue has switched from ADHC block funding which supplied clients to NDIS packages for those who choose to stay with us - with a considerable uplift you can read about next year.

Visit our new blog.

Read our simple statement of commitment to the values of diversity inclusion and so support of marriage equality.

See our numbers, ever thin but strong enough to continue investing in the quality of people and systems the people we support, our clients deserve.

See the financial support from the State which we aim to return in spades.

See the tremendous help from our pro bono lawyers, our nominally priced auditors, and our volunteers - not to mention the quiet dedication of our Directors.

The talent and determined care of our people should shine through - and with it the wonderful loyalty of the people we are lucky enough to support.

**Nigel Harvey**



# MESSAGE FROM THE CEO

**I am delighted to present the 2016-2017 Annual Report. This period represents my first full year as CEO. It has been an extraordinary year which has seen many changes and highlights.**

The development of our Strategic Plan 2016-2018 provided an opportunity to review our mission, vision, and values. Our core values of integrity, accountability, respect and results underpin all that we do. Our vision to deliver personalised support enabling individual choice to improve people's lives provide clear direction for how we wish to engage with the people we support. Our vision to ensure that the people we support, our staff and the organisation all thrive will guide us well as we grapple with an ever changing sector.

The provision of quality services is at the core of all that we do. We introduced an internal evaluation program and quarterly consultation forums to ensure that the people we support were satisfied with the services they received. We engaged an external organisation BNG-VL to undertake our assessment for accreditation against the National Mental Health Service Standards and verification against the National Disability Service Standards. I am delighted to report that we were successfully assessed against both of these standards with 100% compliance and many areas of exceptional practice noted. An outstanding achievement for all at ICLA.

During the year we commissioned our new website which includes client video testimonials and is vibrant, fresh and very engaging. We established a social media presence with the reengagement with Facebook, LinkedIn and the establishment of a blog "The world according to ICLA". I continue to write articles on a monthly basis raising awareness for the many issues that the people we support face.

We continue our transition to the NDIS. This remains a challenging and complex process. However the outcome for the people we support is very positive. Some of the people we support have received individual plans which will significantly and positively impact on their capacity to engage with their local communities, undertake individual and personalised development opportunities and have access to individualised supports. NDIS is profound and positive change for people with a disability.

I want to take this opportunity to thank the Board of ICLA who has supported the many initiatives that have been undertaken throughout the year. Their commitment and passion for what we do is unquestionable and their skill and experience is invaluable in ensuring that ICLA continues to be provider of excellence.

I continue to be grateful for our staff for their dedication to their work and the supports they provide so that individuals can meet their goals. Also a special thank you is extended to our kind volunteers for their generous support throughout the year.

We wish to thank our partners from our many external agencies, hospitals, medical providers, community service providers, case workers and government bodies and recognise the important role they play in ensuring that ICLA provides the best possible support services to our clients.

Finally and most importantly thank you to the people we support for providing us with the privilege of walking beside them in their life journey.

**Lynne Graham**



# OUR BOARD

**Independent Community Living Australia** is an Australian company limited by guarantee.

The general purpose and direction of Independent Community Living Australia is set by the Board. **The Board plays a key role in ensuring that the organisation mission and vision are upheld** and that management is

effectively directing the ongoing operations of the corporation in accordance with the strategic direction and that services meet the expectations set out in the Disability Services Standards and the Mental Health Services Standards.

## Independent Community Living Australia Board Members:

Nicholas Coles	2002	Finance, Risk and Audit Committee (Chair) Governance, Nomination, Remuneration Committee
Nigel Harvey	2006	Chair (The Chair is an ex-officio member of all Committees)
Richard Crebbin	2015	Governance, Nomination, Remuneration Committee (Chair) Finance, Risk and Audit Committee
Despina Langella	2015	Clinical Governance Committee (Chair) Finance, Risk and Audit Committee
Gaybrielle Robinson	2016	Governance, Nomination, Remuneration Committee Clinical Governance Committee
Kelly Lovely	2017	Clinical Governance Committee
Paul Waddy	2017	Finance, Risk and Audit Committee

# OUR PEOPLE

**Independent Community Living Australia has 52 staff and a small team of volunteers. We value the people who provide quality services and support throughout the year. Our supports services of finance, administration, HR and IT work in conjunction with staff across our disability and mental health service portfolios.**

Courtney



**"You have to be energetic and passionate to work in this position. You have a huge impact on the people we support. ICLA gives me the opportunity to help our people lead happier and healthier lives, seeing them enjoying life and achieving their goals is what makes my job worth it."**

Chay



***"I'm happy when: I walk in the door at 7am and Phillip says gleefully, 'It's Woodstock lady'; when routines are out and a day out is in; when I'm trusted to act on/support choices people make about how they want to live their life and because I value being a part of positive change."***



# OUR STRATEGIC PLAN 2016-2018

The notion of **consumer driven care**, where individuals have rights to voice, choice and control is the basis on which contemporary best practice is founded. It's this very practice that sits at the centre of the **future development of ICLA** and is reflected in our strategic plan.

Drawing on insights from clients, directors, staff and other stakeholders, the ICLA Board and senior management developed the strategic plan to guide ICLA in the coming critical years. The dynamic plan with a **clear vision** and strategic aspirations is **designed to be sensitive to our ever changing sector**.

**Our strategic plan underpins every aspect of our organisation.** It is the blueprint for all that we do and all that we aspire to achieve. We will continue to ensure our people and our organisation have the necessary resources and expertise in place to deliver on our key objectives as we work towards our mission – **to deliver personalised support enabling individual choice to improve people's lives.**

## We have three key aspirations which drive our work:

1. Our workforce is engaged and accountable
2. We're chosen for quality service and individual results
3. Community need drives our growth



**"We value our workforce's focus and dedication and the significant contribution they make to our organisation."**

## Aspiration 1 – Our workforce

**The passion and commitment of our people is the foundation of our success.** We value their focus and dedication and the significant contribution they make to our organisation. We will continue to encourage and support them, invest in their professional development and foster a culture of integrity, results, accountability and respect.

Key achievements over the last year include organisation and workforce restructure, embedding person centred and recovery oriented service models, delivery of quality staff training and the implementation of a HR management system.

## Aspiration 2 – Quality service and individual results

**We are committed to the provision of quality services ensuring that the people we support have voice, choice and control.** Our Clinical Governance Committee has supported the introduction of robust systems ensuring compliance with legislated standards and providing opportunities for feedback from the people we support.

Key achievements over the last year have included accreditation against the Mental Health Service Standards, verification against the Disability Service Standards and the introduction of ICLA Beneficiary Performance Indicator Service Evaluation.

## Aspiration 3 – community needs drives our growth and development

**We recognise that as an organisation we need to continually develop and grow to ensure that we can meet community need.** To achieve this we will enhance our social media presence, seek strategic alliances and implement integrated IT systems.

Key achievements over the last year included the commissioning of a new website including high quality client testimonials, rebranding and rewriting of ICLA collateral, introduction of IT systems and the identification of our preferred client information management system.

**"We need to continually develop and grow to ensure that we can meet community need."**

# REFLECTIONS FROM OUR CLIENT SERVICES MANAGER

**In reflecting on this year, I am immensely proud of the client services team and the contribution of each team member to improving the lives of the people we support.**

Our year started with a restructure of client services, from our staffing, language, physical locations and processes, changes were experienced in every section of Client Services. A management team was appointed, casual staff were recruited and time management systems and rotating rosters were introduced. Site briefings, team meetings and staff training programs were introduced, and terms and practices aligned with contemporary best practice were adopted throughout the service.

Individualised supports and rights were promoted across the sites, with suggestion boxes placed in all sites and new consent forms introduced. One page profiles were completed by all staff and people we support, supporting a new culture of individualised support services and active engagement. New record management systems were introduced, and new assessment procedures rolled out across the service, ensuring each person we support has personalised progress notes, a collaborative support plan, robust risk assessment and safety plan and clearly defined goals.

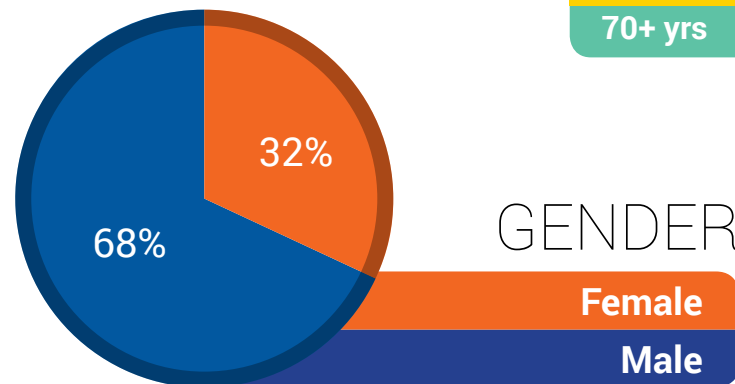
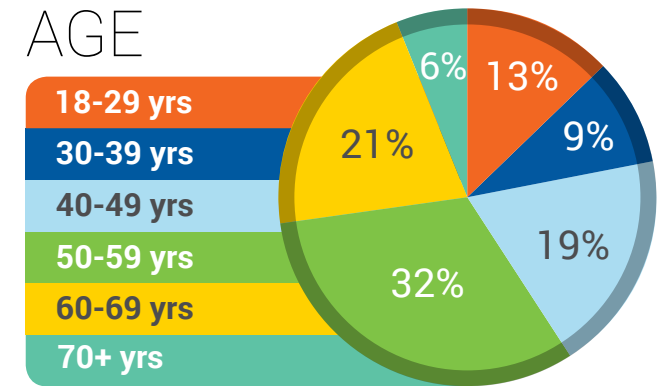
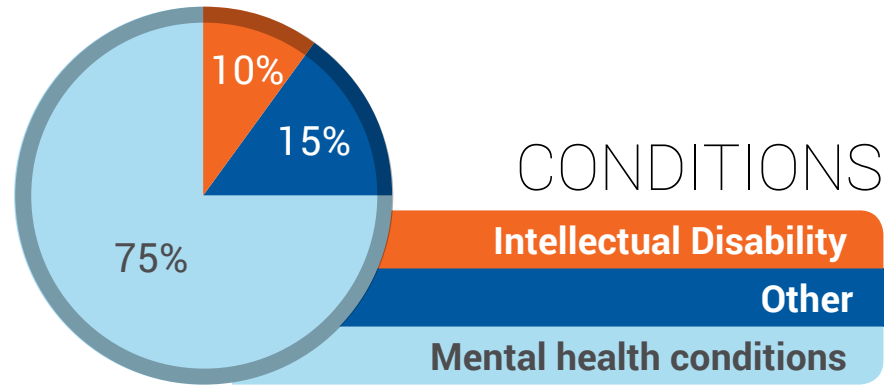
We have now turned our focus to the NDIS, which has commenced in our high support services and rolling out in our low and medium support services.

**"It is great having supports that really believe in your potential to live the life you want to lead."**  
- Malcolm.



# PEOPLE WE SUPPORT

**Independent Community Living Australia supports individuals who have intellectual disability and/or experience a variety of psychiatric disabilities including schizophrenia, personality disorders, mood disorders, depression, acquired brain injury and co-morbid developmental delay. We currently provide services to 80 clients ranging in age from 22 to 74 years.**



# MENTAL HEALTH

We have a long and proud history of providing **mental health supports** through supported accommodation services and drop in supports. We provide a range of services and support to **assist clients in their path to rehabilitation and recovery** and leading independent lives by:

- **Rehabilitation, recovery and skills based learning** through individual planning and access to a wide range of activities, programs and services that assist our clients to participate in communities of their choice
- **Client and carer participation** to improve planning of service provision at all levels
- **Promotion of healthy lifestyle** through the provision of recreational and leisure activities that promote mental health and well-being
- **Service co-ordination** through partnerships with our funders, other service providers, support services and community organisations
- **Research** with partnerships from the sector, universities and other recognised establishments

**"I really appreciate having daily support that helps me maintain my wellbeing."**  
- Philippa.

## Lowami Says:

*"I came to ICLA in 2015 from a rehabilitation ward where I was recovering from both physical and mental health illnesses.*

*I still have my ups and downs however I am making good progress. I am currently linked in with really great psychological supports and my daily supports are also encouraging me to keep active and build up my self-esteem. They keep telling me how great I am and that I am a very kind and patient person. I have also been told I have a very inquiring mind. I like to learn new skills and further my studies, having completed a TAFE business course. I have also worked in roles where I have had the opportunity to put my skills and knowledge in to action. Working hard and earning money is a key motivation in my life. I also love relaxing and cooking with friends and staying connected to my Fijian cultural heritage and hope to move into low support in the future to further build on my current successes."*



# DISABILITY SERVICES AND THE NDIS

**Our disability services offer flexibility, choice and support**, as individual as the people we work with. We actively work to support people to achieve their goals. We promote a **person centred approach** encouraging honesty, respect, and dignity whilst upholding the inherent value of each person. Our social and recreational activities, independent living skills programs, personal and home care support combine to offer multi-faceted support for people with a disability.

The staged rollout of the National Disability Insurance Scheme has allowed us valuable **time to prepare for the significant changes ahead**. Over the past year we have been very busy building our expertise in NDIS Support Co-ordination, a "Make it Happen" service that assists participants to action their NDIS plans, building independence and resilience.

As the year has progressed, support co-ordination has proven to be a valued service within our organisation, aligning well with our mission to deliver personalised supports in an environment of choice and control. During this time

our Support Co-ordinators have been able to integrate **newly acquired NDIS knowledge** with their current relationships and local community networks to embrace the benefits of the scheme for the people that we support.

As each of our participants NDIS plans are received and implemented, we have gained a greater appreciation of the changes, seeing firsthand how **individualised funding can transform lives**. Whilst some of our participants have been anticipating the changes and energised by having choice in their lives, we are supporting others to understand that they really do have equal access to services and that they really do count in our society.

## Support Coordinator Deb Says:

**"A client told me they felt very fortunate living close to a beach, going for a walk to the seaside is just a normal part of my life. Seeing that this small life's pleasure is now available to a person that we support is so uplifting, this particular gentleman now has the choice to go to his group funded Day Program or use his funding to support him to walk barefoot on the beach regularly. Another young lady wanting to increase her social network now has funding to be supported in the community afterhours, something most of us would take for granted. Another person we support now has the funding to access specialised supports to fulfil a lifetime goal of reading and writing."**





# SOCIAL INCLUSION

## Independent Community Living Australia provides an interesting and engaging social program for the people we support.

The program is underpinned by **person centred and recovery orientated philosophies**. Each month a varying program is developed that draws on the preferences of our clients gained through regular feedback and annual surveying. As a result a **diverse calendar of activities is available each month** which provides opportunities for increased social inclusion. The people we support are encouraged to participate in as many activities as they wish.

The program recognises the need for clients to develop independent skills and offers three levels of participation;

- **Fully supported organised activities**
- **Access to activities by partner organisations** via registration and transportation support
- **Activities that individuals can independently attend** which support the achievement of their individual goals.

### Philippa Says:

*"I live in medium support and really appreciate having daily support that helps me maintain my wellbeing. Before coming to ICLA I lived with my elderly mother and supported her until she passed away, then I struggled living by myself and coping with my mental illness.*

*A good day for me is going on an activity with fellow ICLA residents and being out in the nice weather. Although I need assistance in some areas, I am also very independent, I travel and shop for myself and often go for walks and visit friends in my local area.*

*I am never shy with giving feedback and will often help others to speak up too."*

# CORPORATE SERVICES DEVELOPMENT

## Corporate services have been focused on refining and developing systems to support client services in the achievement of accreditation and third party verification.

Some of the key achievements included:

- **The implementation of integrated WHS and HR platform (enableHR)**. The platform provides for the automated handling of hazards, incidents, risk and injuries and drives consistent WHS processes across the organization. It manages all HR processes and records.

- **The review and development of the policy platform** which guides delivery of services.
- **Refurbishment** across a number of sites including head office and supported accommodation sites. Office relocations, painting and upgrading of furniture and fittings were undertaken.
- **The implementation of a social media plan** including the commissioning of our new website, reengagement with Facebook and the introduction of ICLA blog.



# STORIES FROM OUR PEOPLE

Thao



## Thao's Story:

*Thao is very happy and easy going and is currently living in high support with the hope of moving to low support in the near future.*

*Thao values his independence and likes to consider all advice given before making decisions. Having an interpreter available for important meetings has really helped Thao.*

*Thao is also keen to improve his English and his supports are currently assisting him to reach his goals. Thao says he loves to eat real Asian food, particularly Pho and likes to visit Buddhist temples, as it reminds him of Vietnam.*

Ali



## Ali's Story:

*Ali has lived in high support for just over one year and loves socialising and being busy.*

*She is excited about the NDIS coming and has her personalised goals and support needs ready to go.*

*Ali loves musical theatre and is counting down the days until she and her Guardian Aunty Sue attend Kinky Boots. She says she is really enjoying life now and has the confidence to travel independently which keeps her connected to her church and family.*

*Ali also enjoys having structure at home and helped create the roster for cooking and washing up.*

Mark



## Mark Says:

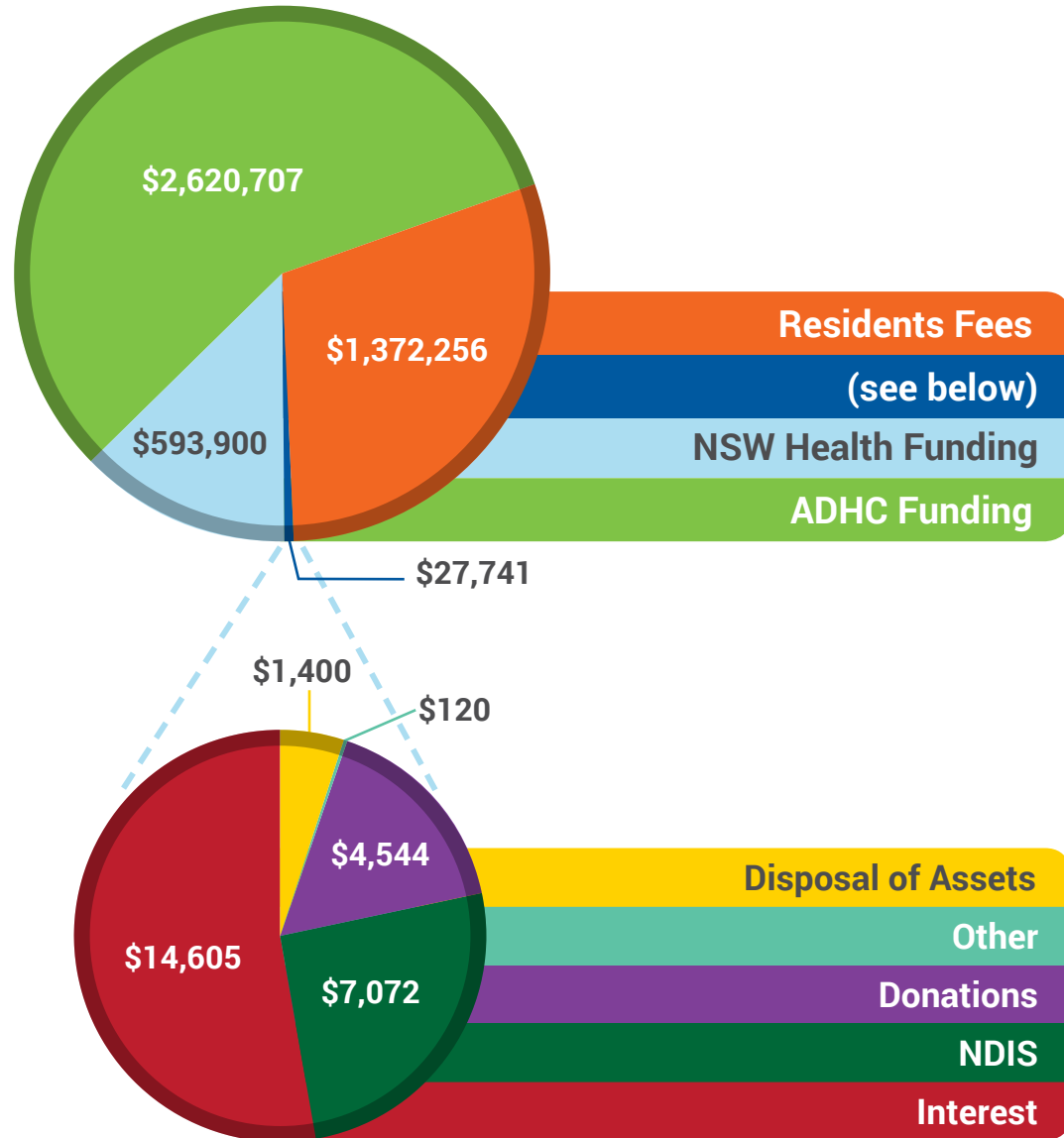
*"I am currently living in low support, coming to ICLA in 1992.*

*Over the years I have made some really good friends that are part of my daily life. I like to keep busy and fit and enjoy riding my bike in the nearby park or working out in one of the open air gyms. I work as a gardener most week days and have a keen interest in horticulture and enjoy learning new skills. I get great satisfaction from doing my job well. I put my sense of wellbeing down to being open minded and well supported for many years. Living in low support you are able to live a private life, however have the safety net that keeps you on top of your mental health illness that is constantly in the background."*

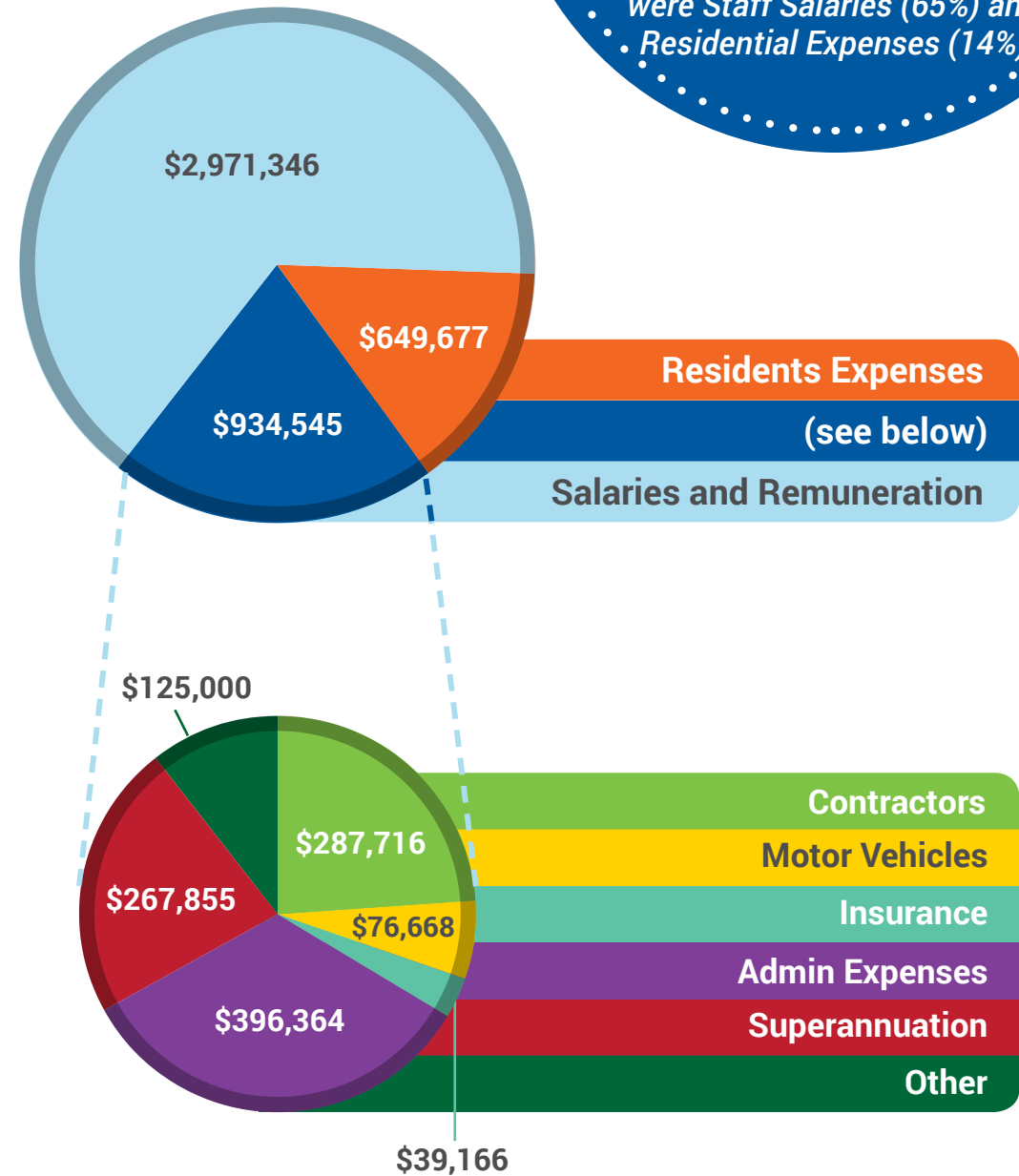


# FINANCIAL REPORTS AND GRAPHS

## REVENUE 2017:



## EXPENSES 2017:



Our Total Revenue for the year was \$4,614,614. The main sources of revenue were ADHC Funding (57%), fees from the residential People We Support (30%) and NSW Health Funding (13%).

Our Total Expenses for the year were \$4,563,762. The main expenses were Staff Salaries (65%) and Residential Expenses (14%).

# OUR SUPPORTERS

Independent Community Living Australia is grateful for the generous support of many individuals and corporate partners including our Auditor, Hymans Feitelberg and our legal advisors, Norton Rose Australia and Ashurst Australia.

Fundraising is important to us and we would like to thank Bunnings at Alexandria.

## Partnership and Collaborations

Over the past year we have worked hard to develop and nurture partnerships and collaborations with other organisations to better support our clients, some of our valued partners include:



# HOW YOU CAN HELP

Independent Community Living Australia is a Sydney based organisation. We work in partnership with many organisations and businesses in the area and are grateful for their commitment. If you would like to support Independent Community Living Australia you can do so in any of the following ways:

## DONATE

A donation of \$2 or more is tax deductible. An easy way to contribute is to become a "supporter" and give monthly or quarterly. Independent Community Living Australia Limited (ICLA) is a community organisation registered with the Australian Taxation Office as a Deductible Gift Recipient.

## BEQUEST

Offering a bequest to Independent Community Living Australia is an opportunity to leave a legacy that reflects your values. After considering your family and friends please consider helping people in our local community.

Email [info@icla.org.au](mailto:info@icla.org.au) for more information about leaving a gift in your will.

## VOLUNTEER

You can volunteer with Independent Community Living Australia in a variety of our services. To see what opportunities are available or to register your interest please call our head office.

Connect with us online today at:

[icla.org.au](http://icla.org.au)  /independentcommunitylivingaustralia





# ICLA

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