



Annual Report

2019-2020



Independent Community
Living Australia
Everyday life changing

OUR VALUES

Respect for all | Integrity in all we do | Results for those we serve | Accountable in all we do

MISSION, VISION AND PURPOSE

Our Mission is to deliver personalised support, enabling individual choice, to improve people's lives

Our Vision is the people we support, our staff and the organisation all thrive

Our Purpose and role is to promote people's independence, active participation and inclusion in the community to live a valued life

ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Independent Community Living Australia acknowledges Aboriginal and Torres Strait Islander people as the Traditional Owners and Custodians of this country, and their connection to land, water and community. We pay our respects to them, their cultures and customs, and to Elders past, present and emerging.



Independent Community Living Australia - Annual Report 2019-2020

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YEAR IN REVIEW

Our impact and reach, has grown exponentially.



we support achieved their biggest recovery goal and moved out of ICLA to live independently in private rental accommodation



PARC, Embark, eFriend and SPARC were developed and implemented in 2020



were supported in 2020, a 660% increase from last financial year



We provide virtual peer support to people in every state and territory in Australia



through our peer written blogs and health promotion activities through our Facebook page



to the website



in 2020 to \$11.7 million

The people we support

- 47% are men
- 53% are women
- 79% of the people who engaged with the Embark project had experienced homelessness for more than 6 months.
- 0.05% identify as LGBTQI+
- 47% identify as being culturally/linguistically diverse

Our workforce is bigger, and now incorporates a Peer Workforce

- 131 employees
- 8.5% of our staff are Peer Workers

As a community housing provider

- We provide 36 homes, including 112 individual supported accommodation placements
- Delivered 21 refurbishment projects
- Our board committed to achieving Net Zero Emissions by 2050
- We received our biggest ever philanthropic donation of \$10,000 and installed solar panels on two homes
- We purchased our first Electric Vehicle, as part of the establishment of our first net zero emissions service

Safety during a global pandemic

7,500
face masks



230L
hand sanitiser



0+
COVID cases



MESSAGE FROM THE CHAIR

This may well prove the year ICLA came of age in what must surely have been its most interesting and challenging year to date as you will read in the pages ahead.

Obviously the 2020 pandemic looms large as it has for most Australian people and organisations, indeed most worldwide. Happily, ICLA has thus far sidestepped its many pitfalls, having re-engineered its operations largely online with increasing tech savviness while maintaining safe homes and care for the people we support and our staff.

Beyond the pandemic this past year has also seen more change, innovation and growth in our quest to help. You will see we recently opened the country's (if not the hemisphere's) first suicide prevention and recovery cottage – incidentally in the second building that we've bought – as well as one of NSW's earliest prevention and recovery centres.

We've extended our Embark program to help homeless people access NDIS. We created and skilled up a peer workforce to provide telephone-based mental health support initially developed as part of our planning to deliver SPARC residents but widened to include people stressed by COVID-19 and otherwise at risk.

The numbers in the pages ahead will confirm that NDIS remains the mainstay of our operation and has continued to expand as we find new people to support, accommodation for their homes, and staff

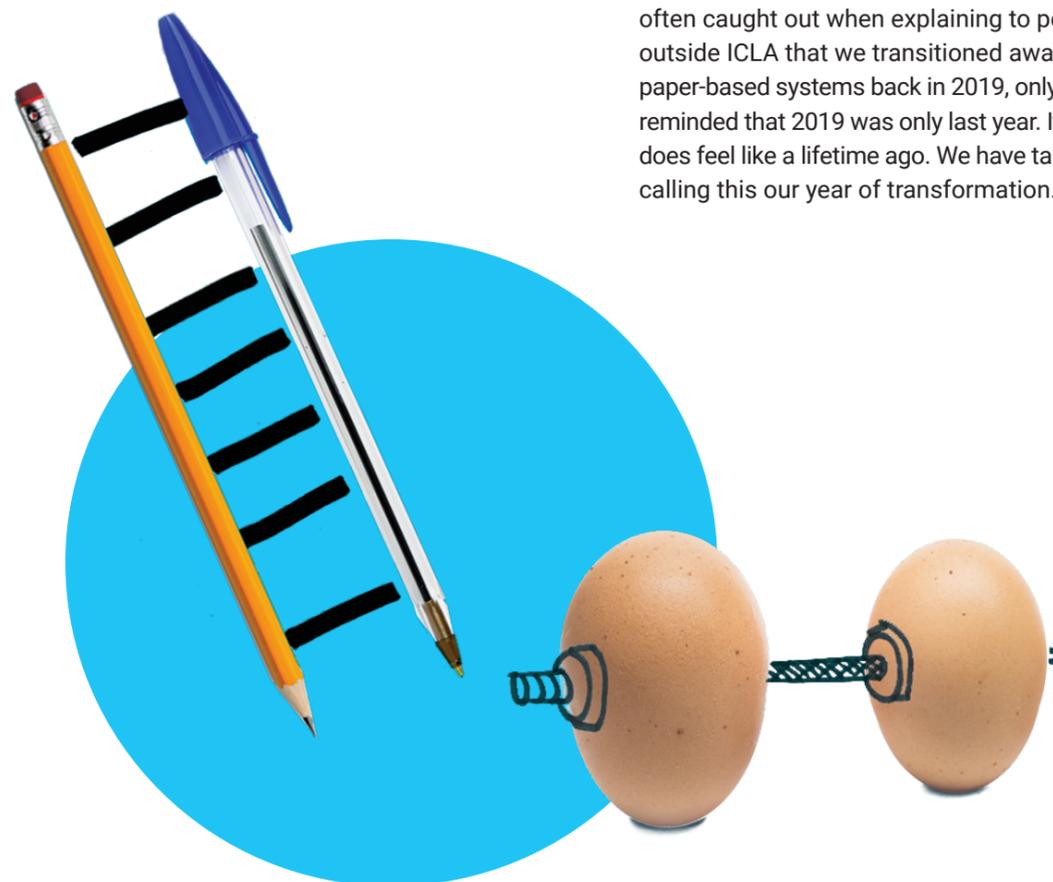
to support their independent living. Providing this service well and viably is a skillset ICLA bears with pride that has been three decades in the making.

Strong re-accreditation was an important event for us this year. Ensuring a high quality of the homes in our portfolio, NDIS or otherwise, has also been a high priority.

Behind all this activity of course has been our amazingly capable CEO Rachel Green and the dynamic team she has built. Two must be singled out for special thanks: Karen Hall for acting as CEO and juggling all these initiatives so well for several months while Rachel was away on maternity leave, and George Vrontas our former CFO who has retired after many years of outstanding service. More quality, more growth and more creative initiatives may well emerge as the team looks for more ways to do our important work.

ICLA has indeed transformed but despite its growth retains its original person-centred drive to help, and with it a nimble willingness to have a go at initiatives so long as they should prove psychosocially helpful, economically sustainable, and sit well with our mission, values and purpose. ICLA's many partners and supporters are listed elsewhere and have our heartfelt thanks. So too are my colleagues on the board, both longstanding and fresh, all of whom do and will add to this lively conversation that is the ICLA!

With regret we farewell Rachel early in the new year as she embarks on a new challenge having had a tremendously helpful impact during her tenure here at ICLA. A search is underway for a new CEO and during the interim the board will be supporting our very strong EMG and continuing ICLA's commitment to its strategy, staff and people we serve.



MESSAGE FROM THE CEO

As I look back on this past year and my time with ICLA it is difficult to adequately describe the amount of transformation across our organisation, nor the fortitude, energy and resilience shown by our amazing workforce to contribute to a brighter future for ICLA and the people we support, even as we were faced with the uncertainty of a global pandemic.

Indeed; the past two years can best be described as an extreme makeover. We are often caught out when explaining to people outside ICLA that we transitioned away from paper-based systems back in 2019, only to be reminded that 2019 was only last year. It really does feel like a lifetime ago. We have taken to calling this our year of transformation.

Today in 2020, ICLA can be proud of every home we provide following extensive refurbishments, of our energised workforce adopting the CHIME (Connectedness, Hope, Identity, Meaning, Empowerment) recovery model and of our amazing collective successes designing innovative new mental health programs in eFriend, Embark, PARC and SPARC and implementing these during the height of COVID-19. eFriend disrupts the traditional helpline model by combining a befriending methodology with peer support and provides people with continuity of support – a person with whom they can explore recovery, over a period of weeks or months. eFriend was funded as part of the Commonwealth COVID-19 mental health package and it is our hope that this important program will continue into the future.

Our new Peer Workforce continues to shape our organisation and transform it for the better and we are led by our staff across the organisation in developing priorities for implementing our new Strategic Plan. In January 2020 we surveyed our workforce to ask what issues mattered personally to them, and Climate Change was their top concern. In response, our Board made a commitment to achieving Net Zero Emissions by 2050, and ICLA led the sector in calling for stronger action on climate change. We are working to set up our first zero emissions mental

health service and exploring the feasibility of converting our fleet to fully electric vehicles.

Our Australian first pilot program, the Suicide Prevention and Recovery Cottage (SPARC) was paused due to the impacts of COVID-19 but is set to provide a brand-new offering for people experiencing situational crisis. Our hope is that the respite stay offered by SPARC and the support of peer workers at SPARC will support people to avoid a more acute suicidal episode and be an important part of an ideal suicide prevention health system.

Above all, I am immensely proud of ICLA's response to COVID-19 given the threat posed to residential services by the pandemic. The ICLA team has a proven ability to rapidly adapt and respond whilst ensuring we maintain our core Vision - that the people we support, our staff and the organisation all thrive. I am very pleased to present this years' Annual Report and congratulate our amazing team on all that they have achieved during the past twelve months; as impossible as it might seem elsewhere, at ICLA we are constantly excited by what is possible.

That this is my last Annual Report is very much bittersweet as I step down from this role to take on a new challenge, but I am confident in the leadership in place here and their drive and energy to continue to take ICLA forward in the years to come.



COVID-19 IMPACTS ON ICLA

The global disruption of the novel coronavirus COVID-19 had a significant impact on ICLA during 2020, with both positive and negative impacts.

Firstly, as a provider of residential services for people who were at higher risk of contracting the virus and experiencing significant impacts - ICLA's response was based around protecting the health and wellbeing of the people we support and our workforce.

ICLA moved early to understand the potential transmission risks for people living in our supported independent living group homes and community housing properties both from community access and workers moving between multiple sites and having secondary employment. We conducted 1:1 engagement with every employee to check on their wellbeing and concerns and identify any barriers to their ability to follow government guidelines on social distancing. This early engagement has proven vital in our successful management of the primary risks presented by the pandemic.

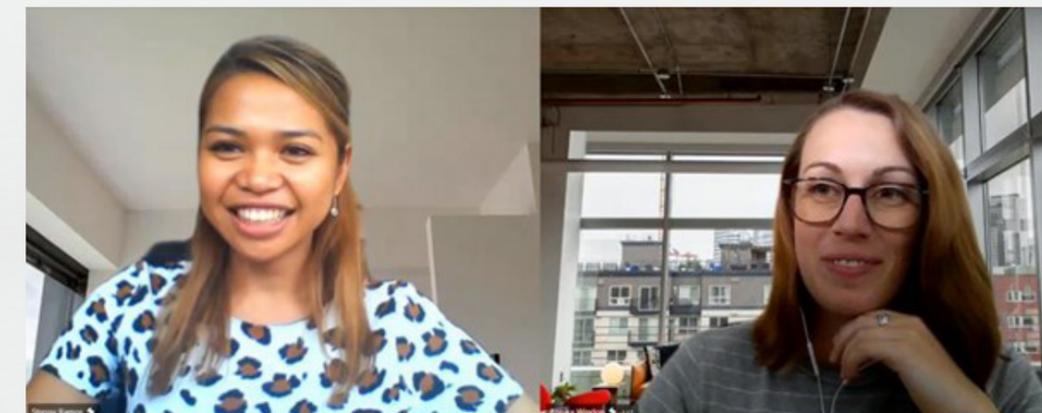
Our response included implementing the following measures, well before they were mandated by Government and health authorities:

- Implementing an extraordinary leave policy providing two weeks at half pay to all employees required to self-isolate

- Updating and strengthening our infection control policies and procedures to involve wearing masks while on shift, increased hand sanitiser use and QR code sign in incorporating temperature checks and screening questions
- Moving swiftly to shut down our head office and convert to remote working to reduce transmission potential
- Mapping secondary employment and consulting our staff on potential transmission risks
- Mapping site to site transmission potential from workers working across multiple sites and consulting with our workforce on strategies to limit likelihood and prepare in the event of a positive COVID result in an ICLA site.

We also identified program and funding risks as well as opportunities to better utilise existing buildings and workforces. We were able to use an opportunity provided by COVID impacts upon the establishment of a funded service (SPARC) where employees had been recruited and were due to commence delivering the service just as the pandemic took hold; to develop and obtain funding for an additional standalone virtual peer support service (eFriend) creating much needed mental health support for Australians.

Some challenges were also presented by the pandemic including the need to rapidly change our engagement model and use of technology, which presented some change fatigue. Nonetheless, a positive side effect has been vastly improved engagement with our cloud-based software systems, which in turn has enhanced our ability to monitor risk, outcomes and consumer feedback.



HIGHLIGHTS

SPARC

In early 2020 ICLA prepared to open Australia's first Suicide Prevention and Recovery Cottage (SPARC), however our efforts were delayed by COVID-19.

This program, funded by the Commonwealth Department of Health, via Community Health and Hospitals Program, trials an alternative model to existing clinical services in Australia and instead utilises a peer-led recovery model aiming for better mental health outcomes. SPARC is designed to offer a safe, welcoming, and homelike respite space to meet the needs of people experiencing a crisis in their life.



PARC

ICLA in partnership with South East Sydney Local Area Health District have consolidated their mental health services by opening a new, 8 bed subacute community-based and publicly funded residential service model, Prevention and Recovery Centre (PARC) in Bondi.

Bondi PARC offers short-term (usually between 7 and 28 days) treatment and care in a community residential setting. PARC is designed to support people with severe mental illness to either avoid an inpatient psychiatric admission (step-up care) or transition from hospital back into the community (step-down care) to strengthen and consolidate gains from their inpatient admission.

Bondi PARC has a strong emphasis on integrating clinical and personal recovery-oriented care and is committed to greater collaboration between the person and their personal and professional health support networks. The Bondi PARC team comprises clinical nursing staff, peer workers and mental health support staff and is led by a Clinical Nurse Consultant and ICLA team leader. PARC uses the recovery model of mental health to work alongside guests and their families to promote mental and physical well-being and collaborate with the guests' professional supports to stabilise their mental health and encourage recovery.

Bondi PARC provides psychosocial focused support in a residential, homelike environment. Bondi PARC seeks to achieve longer term social impacts including contributing to reduced suicide rates, reducing the risk of homelessness and reducing the burden on hospitals through lower Emergency Department (ED) admissions and shorter hospital stays. In addition, Bondi PARC aims to foster social connectedness for people in need of extra support at a difficult time in their life. Bondi PARC aims to improve continuity of care and operate as an example of a more effective model of health service delivery for our community.

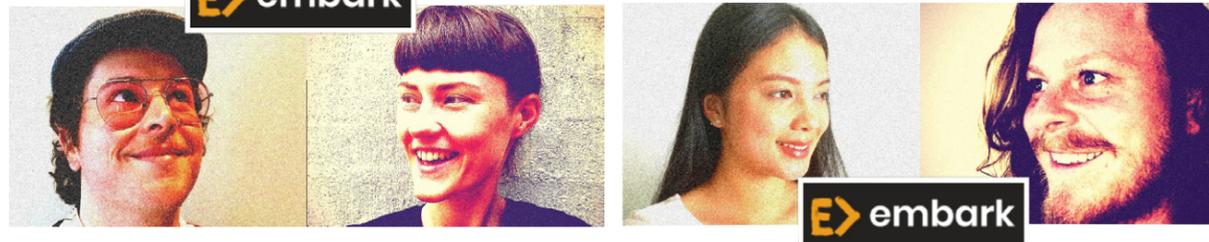


Embark II

In 2019 ICLA delivered the Embark project; developing tools and resources to support people experiencing homelessness and mental health issues to access the NDIS. In 2020 the NSW Ministry of Health further funded ICLA to deliver Embark again, this time focused on outreach.

Embark II is a 12-month project, funded by the NSW Ministry of Health to assist people who are in the Sydney area, have a mental illness and are homeless, or at risk of homelessness, determine their likely eligibility for the NDIS.

The Embark team works with Local Health Districts, Specialty Health Networks, mental health services, homelessness services and community services to connect with people who may require additional supports to access the NDIS. The Embark team provides direct support to people experiencing mental health and homelessness issues and works alongside their established services to support NDIS access.



eFriend

As part of ICLA's innovative mental health recovery-oriented services, our new web-based service eFriend was launched in early 2020 Australia wide. eFriend is funded by the Commonwealth Department of Health under the COVID-19 mental health grant.

eFriend is a free, virtual, peer staffed, non-crisis service which offers support to:

- People who are feeling down, stressed, lonely, isolated, or worried, and who would benefit from having someone to talk to
- People who are currently accessing other services and are seeking additional support
- People who would like to connect with other services and supports

- People who are going through a difficult period, such as unemployment or a relationship break-up
- People with mental health issues
- People who have complex psychosocial disability who are supported by the NDIS
- People with limited mobility or who are isolating due to COVID-19/other illness who want to remain socially connected

Based on the peer-focused models of Befriending and Open Dialogue, the eFriend service offers peer to peer conversations which offer encouragement, validation and support while maintaining clear boundaries. eFriend support recognises that the journey towards recovery is not a linear process, but instead is about having opportunities

for choice and living a meaningful and purposeful life.

The program provides a safe and non-biased space and promotes choice and empowerment via communication and talking opportunities.

Our trained peer staff also provide information and contact details for other services, supports and resources to promote connection, and offer hope through shared lived experience offering insights and personal stories to assist eFriend participants work through challenges in their life.

ICLA is proud to offer this new, groundbreaking service to the Australian public in its effort to fill the gap between crisis telephone services and those provided by mental health professionals.



GOVERNANCE

Patron

Janet Meagher AM

Executive Management Group

Rachel Green, Chief Executive Officer

Clare Wynne, Chief Operating Officer (contract)

Tina Stoian, Chief Financial Officer and Company Secretary

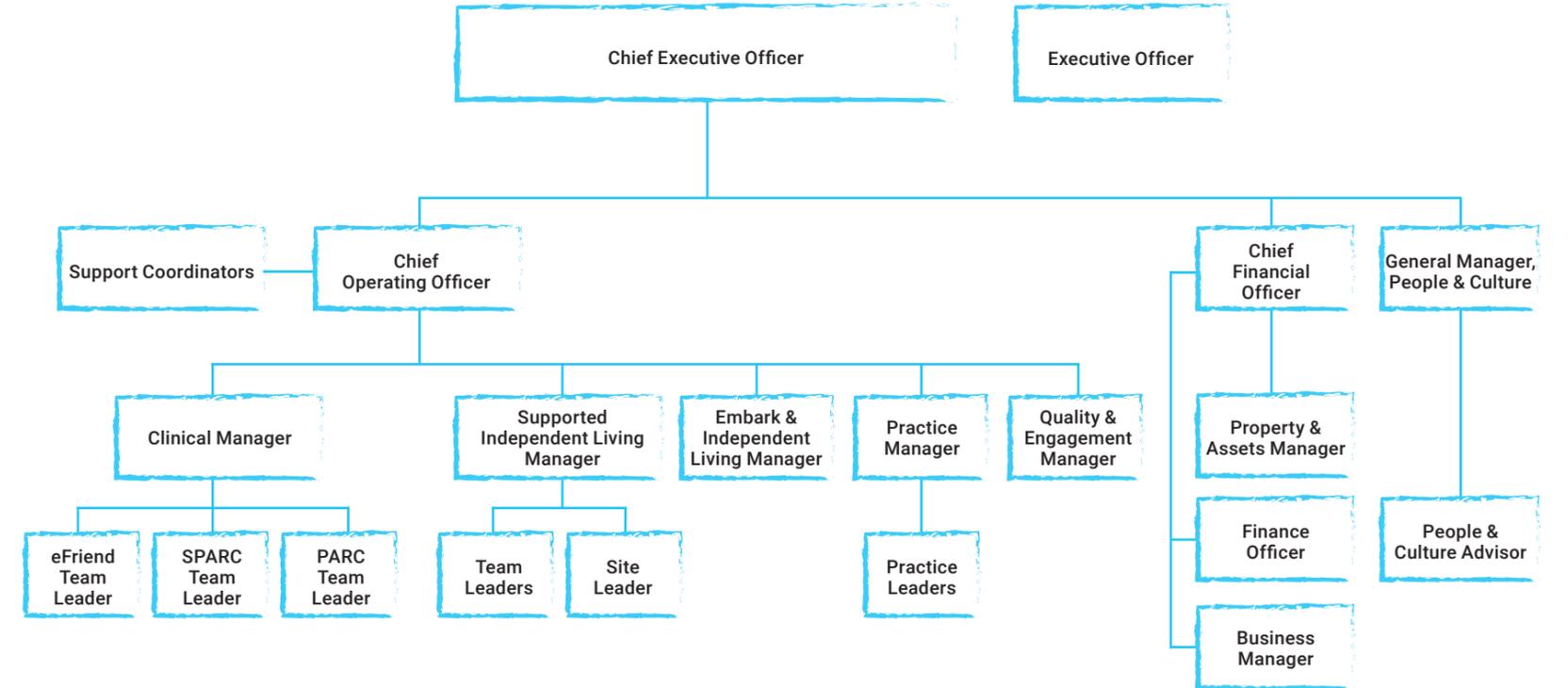
Jessica Hill, General Manager People and Culture

Karen Hall, Chief Operating Officer (maternity leave)

Board of Directors

DIRECTOR	TERM	COMMITTEE
Bill Campos	2020 - present	Clinical Governance Committee
Gaybrielle Robinson	2016 - present	Clinical Governance Committee Governance, Nominations and Remuneration Committee (Chair)
Gina Block	2017 - present	Finance Risk and Audit Committee (Chair) Governance, Nominations and Remuneration Committee
Jorida Zeneli	2018 - present	Clinical Governance Committee (Chair)
Marc Bryant	2020 - present	Finance Risk and Audit Committee
Nick Coles	2002 - present	Finance Risk and Audit Committee Governance, Nominations and Remuneration Committee
Nigel Harvey, Chair	2006 - present	Clinical Governance Committee (ex officio) Finance Risk and Audit Committee (ex officio) Governance, Nominations and Remuneration Committee (ex officio)
Rebecca Thompson	2020 - present	Finance Risk and Audit Committee
Richard Crebbin	2015 –2019	Finance Risk and Audit Committee
Tania Brown	2020 - present	Governance, Nominations and Remuneration Committee
Tina Stoian	2019 –2020	Finance Risk and Audit Committee

ORGANISATIONAL CHART



NICK COLES

Nick Coles is the longest serving member of the ICLA Board. With 18 years as a Director, Nick has helped guide the organisation through many changes over the years, and championed the inclusion of lived experience in the work we do.



To recognise his decades of support for ICLA's work, and how his lived experience shapes his vision for ICLA, we are proud to share his story as a special feature in this year's annual report.

I was very depressed when I was a teenager and had a lot of difficulty finding enjoyment in my life. I remember being jealous of the fish in the pond outside because their lives were so much simpler than mine and without pain. By age 17 I thought about suicide a lot. I felt trapped, confused and unhappy. The HSC was extremely stressful for me and I used to imagine taking my life but I was worried I'd be left in a wheelchair for the rest of my life.

I studied Economics at the University of Sydney and lived on campus with several hundred other young men. Having never lived away from home before, this was a new and intimidating experience for me. I struggled to relate to the other college residents and being a non-drinker didn't help. I took the idle banter way too seriously and over-reacted, lashing out and attacking those I perceived as aggressors.

This isolated me and made me a target, and whenever we won inter-college sports events the drunken mob would make their way to my room, kick my door in and remove all my belongings and throw them outside. They would also attack me; and on one occasion I was nearly choked to death.

I started skipping the evening meals to avoid the alpha males and ate at a local pizza joint instead. I would play chess all night with one of the few guys I got along with, I slept all day, skipped lectures and was quite depressed.

I sometimes experienced periods of hope where I had greater energy levels and everything seemed much easier, albeit I was quite irritable and easily upset at those times. Once during one of these periods I shared some crazy ideas I had with my step-mother.

She took me to the mental health unit at a nearby hospital and I was seen by two psychiatrists. They scheduled me under the Mental Health Act and I was nearly put in a straight jacket. I was forced to remain in the hospital for the weekend and was only released the next week on the proviso that I checked into a mental health clinic voluntarily. I spent a week in the private clinic travelling to and from university each day.

I was very scared of my own mind and all the confusing and depressing thoughts racing around in it. I was extremely stigmatised by the hospitalisation and felt like broken and damaged goods. I felt like a societal reject who would be unable to function properly in the real world. I only hoped that the crazy and confusing thoughts would go away and that one day I would be able to enjoy my life without the depression.

Somehow I finished the Economics degree and began an Arts degree at UNSW. I had a girlfriend and was very happy for a while, although the dark cloud would return regularly, along with the elevated moods. About half way through the degree we had a fight and broke up, and I felt like all the hope I had accumulated for a happy life had just evaporated overnight, and I was back where I was before - depressed, confused and lonely.

I remember the strong feelings of hopelessness and despair when I attempted to take my own life, and I remember my flatmate laughing at me the next morning as the ambulance came to take me away because my car was simultaneously being towed away by a tow truck for parking illegally. At hospital I was seen briefly by a psychiatrist who said my suicide attempt



was episodic and not related to any ongoing mental health problems. I was promptly released and returned to my despair and loneliness, sleeping through the days and spending my nights awake. I can safely say from my personal experience that hospitalisations should be reserved for the very rare occasions where there might be absolutely no other alternative.

After my suicide attempt I felt even more broken and damaged than I had before, and at that time, there was nowhere for me to go.

My family life was troubled and I felt the stigma and shame of what I'd been through very strongly, so I didn't want to tell any of my friends about it. Socially I was forced to pretend if hadn't happened and to try and rebuild my life as best as I could.

Fortunately I had a family who cared about me and with their help I began a journey to recovery.

I was lucky enough to join ICLA as an accounts clerk when I was at university and thereafter ended up on the board. I have always believed that organisations like ICLA are essential as a safe and caring place for people with mental health issues to feel supported and connected without being in a hospital. The societal stigma around mental health is abating but the psychological damage and trauma from being hospitalised is still there. It's great that generally society is more accepting of people with mental issues, but I will always remember what I have been through as the scars will stay with me forever. A big part of the reason why I've been with ICLA for so long is that I constantly think "there but for the grace of God go I".

STRATEGIC PLAN 2020-2025

Over the next five years ICLA will focus on three strategic areas of work, changing the nature of what we will do, how we will work and setting six new bold aims.

WHAT WE WILL DO

Beginning in 2020, we will set a clear vision to define what we do across four areas of work that align with our history, experience and strengths.

Provide innovative peer support

Champion psychosocial recovery

Create pathways, homes and communities

Improve connection, coordination and choice

HOW WE WILL WORK

Over the next five years ICLA will work to deeply embed recovery-oriented practice across all ICLA programs using the Connectedness, Hope, Identity, Meaning and Empowerment (CHIME) framework as our guiding structure.

- CONNECTEDNESS**
Peer support and social groups | Relationships | Support from others | Community
- HOPE**
Belief in recovery | Motivation for change | Hopeful relationships
Optimism and valuing efforts | Dreams, aspirations and celebrating success
- IDENTITY**
Rebuilding positive sense of identity | Overcoming discrimination and stigma
- MEANING**
Meaning in mental health experience | Meaningful life
Meaningful social roles and goals
- EMPOWERMENT**
Personal responsibility | Control over life | Focusing upon strengths

OUR STRATEGIC AIMS

- 1 REIMAGINE** ICLA co-designed with the people we support
- 2 REDEFINE** our point of difference
- 3 RECONNECT** with our cultural DNA
- 4 REPOSITION** ICLA for greater growth and impact
- 5 REFRESH** our approach to dynamic governance and leadership
- 6 REBUILD** our approach to creating great homes

CHIME STORIES OF RECOVERY

In 2020 ICLA adopted the CHIME recovery framework. CHIME stands for Connectedness Hope Identity Meaning and Empowerment and this guides our work across all programs and services.

Connectedness – Katherine Temple

Katherine Temple joined the ICLA community when she became an active participant in the Embark II program, an initiative developed by ICLA aimed toward helping people access the NDIS. A goal Katherine aimed to achieve with support from the Embark team was to develop a feeling of connectedness, especially

within the general community. For Katherine, connectedness means to have a sense of belonging. With the help of the ICLA Embark team, Katherine was able to achieve her goal with our support to navigate and understand the NDIS and was able to share her story with members of the community. This made her feel connected to her community.



Hope – Anonymous

Slowly (painfully slowly) I have accepted help from the few dedicated to change.

My devoted case manager told me of a new initiative, explaining that there was a safe place I could go, with people who care, where I could find peace and quiet when needed and gentle words of support offered unconditionally.

The wheels were put in motion, for me to visit this flagship enterprise. ICLA's brave new initiative 'Bondi PARC' (Prevention and Recovery Centre), provided me with support from a registered mental health nurse, support workers and peer support workers; and I felt maybe...maybe...maybe this may work.

Given time to settle in without pressure, I slowly emerged from my cocoon. In this large old house with beautiful new décor and comfortable furnishings I was free to wander alone, in my new space. No one inhibited me in any way to explore. With 8 bedrooms, a comprehensive kitchen, inviting lounge and a staff member on site to provide support during the night, I stepped out onto a new threshold.

All that I hold dear to me came later that day in the form of my husband and children visiting. They welcomed and free to look around mum's new temporary home. I overheard their giggles, as they discovered a fully stocked fridge and plush bedding.

For the first time in my space I looked into my husband's eyes, concerned, I asked him "what's wrong?", "are you ok?". He looked into my eyes, and simply replied "relief".

Over the coming days, I allowed myself to be taken care of, gradually gaining strength, hope and resilience.

Identity – Emmanuel Nshimirimana

Emmanuel is 25 years old and has been a member of the ICLA community for 6 years. Emmanuel participates in several supported independent living activities such as grocery and personal shopping, going for long walks and accessing the public sporting areas to play basketball. Emmanuel found a sense of identity when he achieved his main goal of living independently within an ICLA staffed residence. With the support from ICLA staff, Emmanuel developed his skills in preparation

for independent living by preparing his own food, keeping his bedroom tidy, strengthening his social skills and maintaining personal hygiene. Emmanuel felt a sense of identity when he was able to move into an independent unit at one of ICLA's properties in Hurstville. Emmanuel chose his furniture and was proactive in ensuring deliveries were on time and assisted in the aesthetic layout of his home. Emmanuel achieved his goal of living independently and ICLA continues to support him in growing his sense of identity.



Meaning – Lincoln Bakewell

Lincoln Bakewell is 62 years young and has been supported by ICLA for 28 years. Lincoln grew up in Bondi and now lives in our recently opened Maroubra Supported Independent Living home.

Lincoln loves to play the piano, chat with staff and finds comfort in going out into the community. You'll often find Lincoln walking at the nearby park, on a bus to Circular Quay or simply sitting out the back in the garden enjoying a cigarette in his home that he loves.

Over the last 12 months, Lincoln has found meaning as he and ICLA staff have worked energetically on developing a consistent and person-centred approach to his support. Lincoln has gained an immense amount of independency, skills and tools such as cooking his favourite breakfast meal, managing his own personal physical health and hygiene needs as well as managing his own finances. Lincoln has found meaning through gaining a better insight on what it is to feel independent. "I feel much better now, the best I have in years - I enjoy partaking in chores around the house and the skills I've gained in independence through doing so".



Empowerment – Mark Elliot

Mark, born in 1963, has been supported by ICLA for over 17 years. For Mark, empowerment means to have a feeling of independence and high self-esteem. Whilst living with ICLA, Mark has progressed in his recovery by conquering various personal goals and perfecting his skills of independence. For Mark the joys of life include gardening and riding his bike to help him achieve independence and to work on his mental health recovery. Because of his gardening skills, Mark has now become employed part time as a Gardener with ICLA. Mark's continued progress toward personal recovery has led to the major achievement in 2020 of living independently outside of ICLA.

Mark noticed a vacant house that was available for lease whilst going for his daily walk in June 2020. Mark worked with ICLA staff to lease the house for himself and his two roommates later in the year. Mark says - "I really appreciate ICLA, they have stuck with me over the years and have helped me move out on my own".

Mark believes that empowerment means to push yourself towards recovery which is something he aims to do every day.



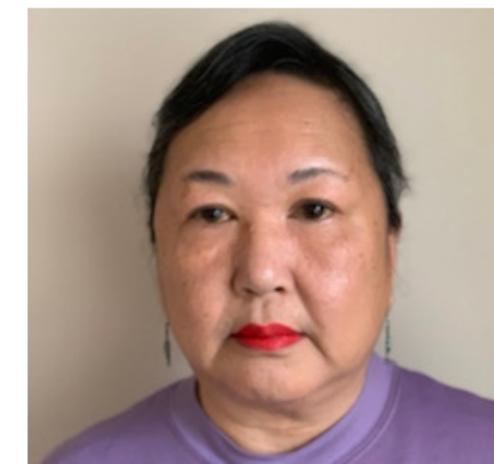


IN MEMORIAM

Corinea "Nikki" Leung (1960 - 2020)

Corinea "Nikki" Leung was born in the Solomon Islands in 1960 and migrated to Australia with her brother.

One of Nikki's great pleasures was to cook, and she enjoyed structure and routine to her daily life. Every day Nikki dressed immaculately and wore bright red lipstick. She enjoyed walking to her local coffee shop and a great day for Nikki was playing with new hair styles while listening to her 80's playlists, her favourites being Madonna and Duran Duran. Nikki taught everyone how to play Chinese checkers and did not like to lose, insisting on playing several games in a row until she won. We remember Nikki as the life of the house with her quirky sense of humour and bubbly personality. Nikki passed away unexpectedly from a brain aneurysm and cardiac arrest in 2020.



Robert John Smith (1965 - 2019)

Robert Smith was supported by ICLA for six years. Robert was fiercely independent and although he enjoyed his own personal space he also liked to get out into the community and busk with his harmonica.

One of Roberts favourite pieces of clothing was his full faced balaclava. Robert was diagnosed with Myelofibrosis, a bone marrow disorder in 2019 and subsequently passed away following an acute and fatal cardiac arrest.



PEOPLE AND CULTURE

Our organisational values guide us in our decision making, interactions with one another and pave the way we work:

- Results for those we serve
- Respect for all
- Integrity in what we do
- Accountable for all we do

Beginning in late 2019 as part of our digital transformation ICLA began implementation of a new Human Resources Information System (HRIS), Kronos, to assist with both

operation and strategic people decision-making to drive business outcomes. The project concluded in mid-2020 and Kronos now delivers improved reporting and analytics to respond to and manage the current and future workforce challenges. ICLA is committed to providing staff with clear goals and pathways towards their growth and development. Ongoing learning occurred through the financial year with a focus on compliance training and individual role skill development. Our HRIS systems provides staff and leaders with the ability to set development goals and track these throughout the year.

A new organisation-wide People Plan has been developed for the coming year focusing on building our workplace foundations with a view to continue to transform our practices and build on our culture and processes. This will regularly capture sentiment, employee engagement and monitor key activities along the employee journey. The feedback and data gathered will allow ICLA to respond and work towards building our organisational culture to make ICLA an even better place to work.



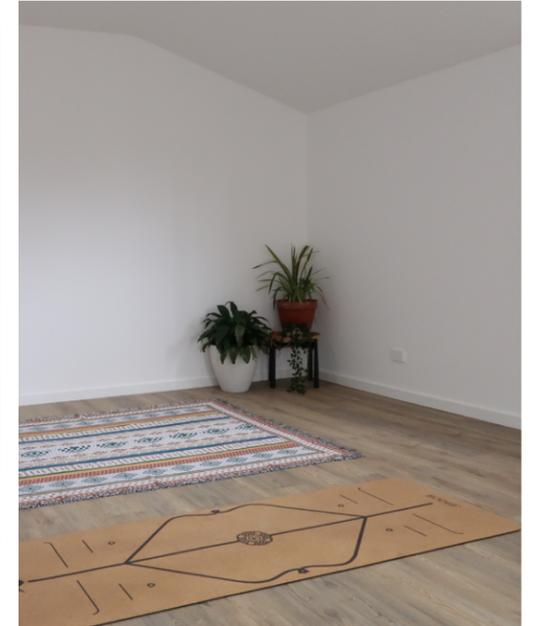
PROPERTY AND ASSETS

ICLA is committed to providing great homes. In 2019-20 ICLA engaged strategically with NSW Land and Housing Corporation and with their generous support, we managed a significant project to transition residents to allow for the complete refurbishment of 21 homes including houses, unit blocks and terraces.

We believe strongly that the environment in which someone lives has a strong impact on improving mental health and recovery. It is fantastic to see so many bright and fresh homes in the ICLA community.

We were also thrilled to purchase our second property. This private cottage will be dedicated to SPARC and will provide a welcoming and safe space to those seeking respite and recovery from situational crisis and suicidal ideation.

Property & Assets are a vital component of our organisation and in 2020 ICLA introduced the new role of Property & Assets Manager. This role has been filled by Nathan Sumeet who has a wonderful customer centred approach to delivering great homes for the people we support. The future of our property and assets objective is to form partnerships with like-minded organisations to create new pathways home and to dedicate ourselves toward establishing homes to be more environmentally sustainable and driven by consumer choice.



INFORMATION TECHNOLOGY

The 2019-2020 year has been a challenging yet transformative one for ICLA's information technology and business systems.

Digital transformation with Kronos Workforce Ready

In late October 2019 we began the implementation of Kronos Workforce Ready as ICLA's HR and workforce system. Transforming these functions from paper-based to cloud-based was a mammoth task spanning six months and involving all areas of the organisation.

As a result of our digital transformation we have eliminated time and labour-intensive paper-based processes across the organisation, providing real-time information and improved reporting. This has been a leap forward towards ICLA's sustainability goals.

Improved efficiency and reporting functions in Salesforce

Salesforce has been ICLA's service delivery platform since 2018. Investing in internal resourcing has resulted in enhancements and additional functionality as well as the ability to embed correct processes to provide more robust reporting to assist with decision-making and ultimately ensuring that service delivery goals are met.

Remote working through the Covid-19 pandemic

Virtual meetings and collaborative online tools have enabled ICLA to expand its services despite the pandemic. We are fortunate to have an agile workforce that was able to transition to remote working which ensured business continuity through the first few months of the pandemic.

Building a future roadmap

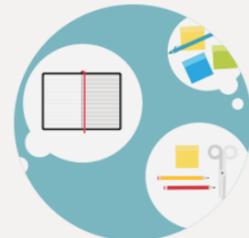
The groundwork has begun to build a roadmap for 2020-21 and beyond, including the mapping of systems and services, supplier reviews and procurement processes. We will continue to invest in process design to deliver more effective and efficient solutions across ICLA.



Welcome to the team!
Here are some things to get going...



Add more people



Create more channels



Open the FAQ

QUALITY

This year ICLA's Quality team led the enormous task of re-accreditation under the NDIS Practice Standards.

As an NDIS provider, ICLA is committed to maintaining and exceeding compliance with the NDIS Practice Standards to ensure that we are delivering supports and services to a high standard.

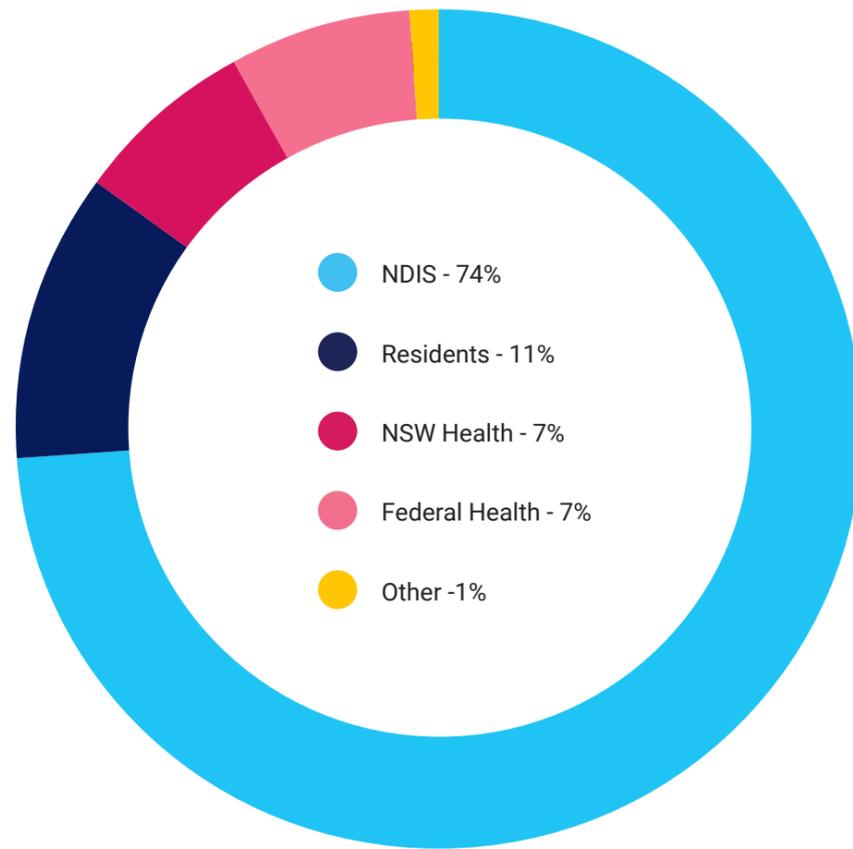
Despite converting to a remote audit due to COVID restrictions, ICLA passed the audit with flying colours and no non-conformities. We are always working towards best practice to ensure that we continue to deliver quality services as an NDIS provider.



FINANCIAL REPORTS

ICLA has grown revenue by 25% in 2020 to \$11.7 million.

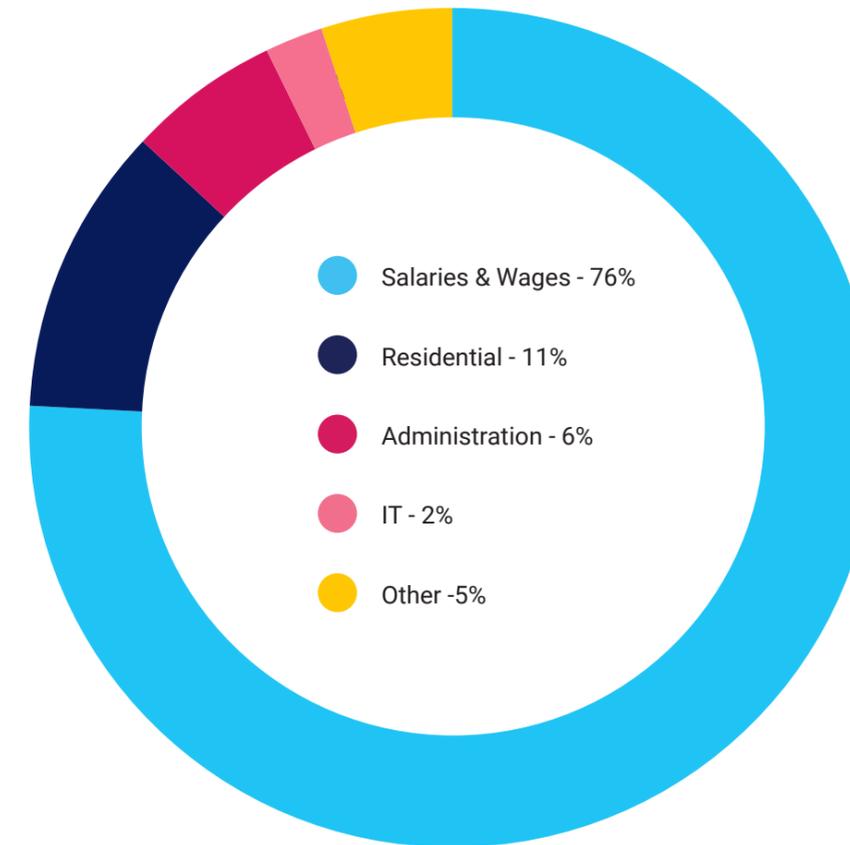
Our NDIS funded Supported Independent Living Services have grown, and we have also introduced new pilot programs, funded by Commonwealth Department of Health and the NSW Ministry of Health.



**TOTAL
REVENUE
2020**

Our total expenses for the year were \$11 million.

Our investment in residential services and IT increased in 2020 as ICLA builds a strong foundation for continued growth.



**TOTAL
EXPENSES
2020**

OUR PARTNERS AND SUPPORTERS

South East Sydney Local Health District
 Sydney Local Health District
 Land and Housing Corporation
 National Disability Insurance Agency
 St Vincent's Health Service
 The Curran Foundation
 Roses In The Ocean
 The University of Melbourne

Grosvenor Engineering
 Jasper and Melissa Lee
 TLC Nursing
 Bank Australia
 Craze Lateral Solutions
 Central and Eastern Sydney Primary Health Network
 In Good Company
 Katberg Digital

Primary Communications
 Boxing Clever
 Suicide Prevention Australia
 The Department of Health
 The NSW Ministry of health
 Norton Rose Fulbright
 Grant Feitelberg
 Eileen O'Connor Catholic College



SUPPORT US

ICLA needs your help to support people living with mental health issues and experiencing suicidality. Your support helps us to make practical changes as well as to innovate and develop new models of support to promote independence and recovery.

Make a donation:

All donations to ICLA are tax deductible and your funds go directly to our services including our goals to create better, sustainable homes. [Make a donation on our website.](#)

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www.facebook.com/independentcommunitylivingaustralia



@everydaylifechanging



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**Independent Community
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Everyday life changing