

# Annual Report

## 2020 – 2021





## More than acknowledging country with our Australian First Nations counterparts

Independent Community Living Australia (ICLA) is undergoing a carefully considered and informed strategic transformation. Integral to this transformation will be our reciprocal relations with our Australian First Nations counterparts. Underpinning this will require a demonstrated understanding of the [Uluru Statement from the Heart](#) and **Makarrata**, a word from the language of the Yolngu people in Arnhem Land. The Yolngu concept of Makarrata captures the idea of two parties coming together after a struggle, healing the divisions of the past.

**Voice Treaty** and **Truth** were three key elements of the reforms set out in the [Uluru Statement from the Heart](#). These reforms represent the unified position of First Nations Australians.

Our vision for reconciliation is a community that has deep respect for Aboriginal and Torres Strait Islander people and promotes social justice and strong advocacy for Aboriginal and Torres Strait Islander people living with injustices that impact on their wellbeing, communities, family, carers and kinship groups.

As an organisation we value the principles of **Makarrata** which are akin to ICLA's theme of: Connectedness, Hope, Identity, Meaning & Empowerment (CHIME). We look forward to our work being guided by the process outlined in the below framework, which will provide culturally safe and effective support to First nations community members, staff and people we support.

### A framework for reconciliation action

Reconciliation Australia defines reconciliation through five critical dimensions that together represent a holistic and comprehensive picture of reconciliation. The five dimensions are; Race relations, Equality and equity, Institutional integrity, Unity, and Historical acceptance.

ICLA would like to acknowledge our close partnership with Gamarada Universal Indigenous Resources Pty Ltd, and Ken Zulumovski Hon DHSc, Founder and Managing Director, for enabling ICLA to initiate a culturally safe process that will deliver meaningful outcomes for ICLA's people and a significant and lasting contribution towards reconciliation.

# Table of contents

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Our Vision, Mission, Purpose and Values .....	4
Who we are.....	5
What we offer.....	5
How we work - CHIME Framework.....	6
Our strategic aims .....	7
Message from the Chair.....	8
Message from the CEO .....	9
Year in review .....	11
ICLA Board .....	12
Personal journey of recovery .....	13
In memoriam.....	14
Our services and achievements .....	15
Supported Independent Living (SIL) .....	15
Prevention and Recovery Centre (PARC).....	16
Suicide Prevention and Recovery Centre (SPARC) .....	17
Support Coordination.....	18
eFriend .....	19
Pathways.....	20
Embark and National Community Connector Program .....	20
People and culture.....	21
Our COVID response.....	22
Our properties .....	23
Quality and compliance.....	24
IT and operations.....	25
Financial statement.....	26
Our partners and supporters .....	27
Support us.....	28



## Our Vision

The people we support, our staff & the organisation, all thrive.

## Our Mission

Deliver personalised support enabling individual choice to improve people's lives.

## Our Purpose

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

## Our Values

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

## What we do

Provide innovative peer support

Champion psychosocial recovery

Create pathways, homes and communities

Improve connection, coordination and choice

# Who we are

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Independent Community Living Australia (ICLA) is a not-for-profit organisation that has been operating since 1987. We have a depth of understanding and experience working with people who have a mental illness and/or a disability. We strive to promote people's independence, active participation and inclusion in the community to live a valued life.

With over 30 years' experience in mental health and disability support ICLA, understands the importance of flexible support which gives the individual real choice and control.

We provide a range of services that can be tailored to meet an individual's goals. Our services are person-centred, ensuring people receive support as individual as they are. We work with the individual's strengths, values and goals, whatever they may be. Our model of support puts them at the centre of the service they receive.

# What we offer

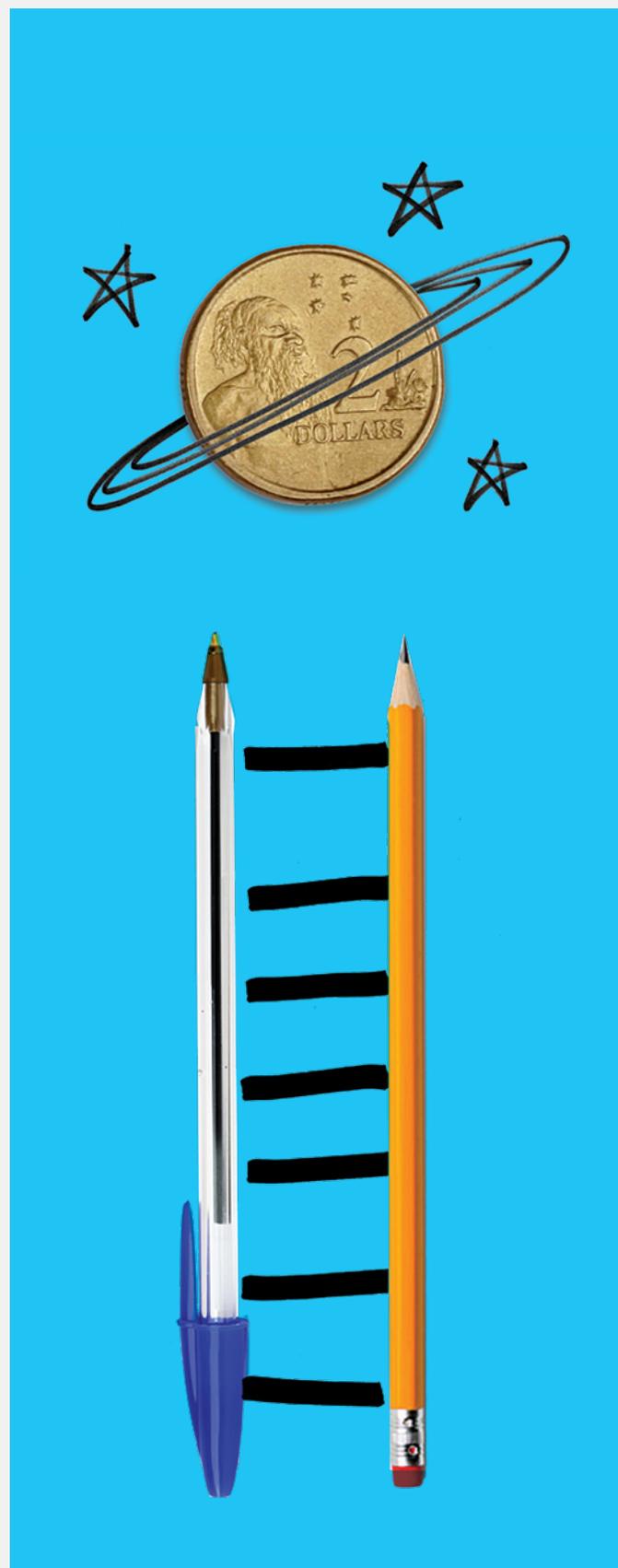
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As a registered community housing provider we offer a range of supported accommodation options from high supports needs through to drop-in supports.

As a registered NDIS provider we offer a full range of support services including: support coordination, assistance with daily living activities, social and recreational support and independence and skills building opportunities.

As a specialist mental health provider we work with the individual to achieve their recovery goals.

Anything is possible with ICLA. We assist people to reach their full potential, and to build happy, independent and fulfilling lives.



# How we work

## CHIME framework

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### Connectedness, Hope, Identity, Meaning & Empowerment (CHIME)

ICLA has adopted the CHIME framework to guide our focus on recovery-oriented services and programs. All ICLA programs use the CHIME framework as the foundation upon which our day-to-day practice is built and delivered.



Connectedness  
Hope  
Identity  
Meaning  
Empowerment

# Our strategic aims

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## Reimagine

- Reimagine our services to ensure the needs and choices of the people and communities we support are our primary focus.
- Draw on our founding principles to assist the people we support to grow their independence, exercise choice, control and civic participation.
- Reinvigorate our recovery-oriented practice based on the CHIME (Connectedness, Hope, Identity, Meaning & Empowerment) framework.

## Redefine

- Innovation is our point of difference across the spectrum of mental health, suicide prevention and disability services. Our high-quality suite of face-to-face and digital services are characterised by being evidence-based, recovery-oriented, trauma-informed and data driven.
- Become the NSW provider of choice for disability support, housing, suicide prevention and support coordination services for people with mental illnesses, psychosocial and intellectual disabilities or acquired brain injury.
- Expand our services to support a more diverse population including early intervention for younger people.

## Reconnect

- ICLA's vision, mission, purpose and values will be the organisational platform upon which the culture is defined, behaviours are articulated, and leadership is demonstrated to deliver a positive, stand out culture at ICLA.
- Become an employer of choice, fostering a diverse, inclusive and digitally savvy workforce with high levels of employee engagement and skilled staff valued, retained and supported to develop their skills and careers.

## Reposition

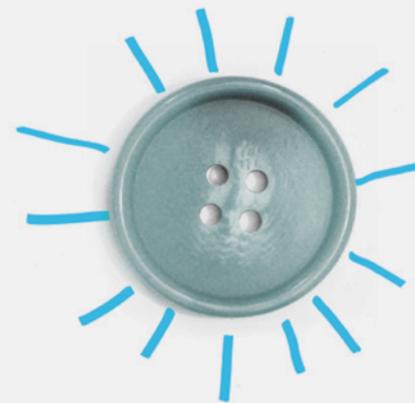
- Grow and diversify our income sources, fundraising, assets, partnerships and overall revenue as a professional, insight-driven organisation.
- Deliver greater impact, measurable in economic, environmental and social terms.

## Refresh

- Achieve best practice in contemporary leadership, governance, compliance, risk and clinical governance.
- Consumer input will inform all levels of governance.

## Rebuild

- Develop new models of accommodation and residential services for people living with psychosocial disability or mental health difficulties.
- Improve sustainability at ICLA and develop a clear plan to achieve net zero CO2 emissions by 2050.
- Grow and measure the impact of our home environments on mental health recovery and wellbeing.



# Message from the Chair Nigel Harvey

ICLA and the pleasingly diverse group of people in its world – consumers, staff and indeed volunteers and directors alike - have continued creating new normals as the global pandemic unfolds. Of course, it has been another challenging, tiring year coping with the virus' spikes and strains, the lockdowns, the successful isolation of potential incidents and our strong drive towards vaccination.

However, it has also been another year substantially of business as usual, supporting people to build as best they can their own valued and fulfilling lives in the community with all its ups and downs.

The pages ahead share data and insight on our year and with it perhaps on the evolving character of ICLA itself. We've had both change and stability as we've managed the challenges to pursue our important work. Members of our executive management group including the CEO all moved on for bigger jobs, maternity leave, and a variety of good reasons, yet our main group of leaders behind it is virtually unchanged, enthusiastically on song.

Some of our offerings like eFriend, Parc, Embark, Support Coordination and Pathways have been refreshed and rethought as they bed down yet our core Supported Independent Living offering continues to provide stable supportive homes. Change and better clarity has visited our reporting lines and supporting technology yet utterly stable have been our values, strategic aims and dedication to person centred care.

Our board too has a stable core of hard-working members, but it too has seen change, not least happily drawing one newish director's outstandingly qualified hat into a ring of strong rival candidates to become our CEO. By the time you read this we should have announced three new members broadening our collective experience and skills.

Beyond COVID many new challenges loom. Potential tightness of NDIS and other key funding sources and our team's recruitment and retention of good people are high among the known ones. Also known though is the continuing, inevitably growing need for the kinds of services and support ICLA can provide or indeed create to pursue its values - bound only by the resources and people it can engage and sensibly harness in that pursuit.

There are too many people and organizations to identify here for ICLA to thank for supporting that pursuit. A few key ones are mentioned below including our service partners, pro bono supporters and of course funding bodies. Here, though two groups must be thanked. First are the magnificent people past and present, senior and junior, full time and part time, longstanding and brief, who have brought the best of their energy, intelligence, focus, charm and skills to our team and the work to hand. The second though is the most important – thank you clients/consumers/people we serve for choosing ICLA!

With thanks,

**Nigel Harvey**  
ICLA Chairperson

# Message from the CEO William (Bill) Campos

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It is with great pleasure that I write my first CEO report for ICLA. My appointment in early May this year, began with the understanding that the organisation is undergoing significant change and growth.

ICLA's growth and change is largely attributable to several key staff over the past year, with my predecessor Rachel Green, Tina Stoian (CFO), and Clare Hall (COO) all contributing to the change and creating capacity within the organization to manage and absorb these changes. I thank them in having the courage and foresight to take ICLA into new areas of service and programs and supporting staff in this journey.

These changes have placed ICLA in a strong position and provided a stable foundation. ICLA's work across the telehealth, disability, residential (and housing) as well as mental health sectors provides a unique service offering across sectors.

As we close the financial year, it is obvious that this past year has been without a doubt a most challenging and memorable year. ICLA has experienced enormous change brought about external and internal factors, which has required the entire organization to adapt, pivot and reinvent itself. This has in some way brought out the best in our people as we worked together to manage the challenges. I believe ICLA has been able to thrive as we worked together, consistently supporting each other and collectively communicating openly and honestly about what is the best way forward. A credit to all staff for staying committed to the work and continuing to support the consumers and communities we serve under challenging times.

As a new CEO, it is very exciting to be part of this, knowing that it comes with a great sense of responsibility to continue in the spirit of our people, to staying true to the values of supporting people in need, on their journey of recovery. During my initial months, I have embraced the approach to strive to create quality outcomes in everything we do.

## Looking ahead

The post COVID landscape will bring further opportunities and challenges. One key area COVID has highlighted is the importance of responsive and quality care, with the backdrop of providing accessible and consistency in the care delivery. This means that supporting people in need will require a combination of online and in-person care, as well as maintaining and monitoring care across services and sectors.

ICLA will need to leverage from our existing programs and services to showcase the great work we do. Our ability to deliver services across sectors, within the NDIS, via online service platforms and have a unique area of expertise in mental health peer work, means we can add enormous value to the sector and meet the growing and changing demands.

## The challenges

The post COVID economic recovery presents us with additional challenges as the funding across sectors may be targeted and competitive. We anticipate that the government will look at ways to consolidate a number of programs and services to provide a more streamlined service delivery, based on the return on investment.



ICLA will need to refine our ability to be a provider of choice. This means ICLA will continue to invest in our people, to be better informed and connected, to innovate ways of working, and utilise our experience and areas of expertise to inform best practice. We will also invest in operational design and technology to maximize how we deliver effective and efficient services.

Importantly, ICLA will need to revisit our strategic plan (2020 – 2025), considering the COVID impact, to refresh and reinvigorate our purpose to meet these challenges. This will provide the line in the sand for ICLA to be better prepared for the future ahead.

### Staying true to our Values

We continue to deliver great service under 8 key program areas, which are designed to assist people’s journey through recovery. Importantly the array of services ICLA offers fits exactly where the system is lacking - the “missing middle” (between hospital and primary care). ICLA’s work not only adds value to the individual, but also contributes to the wider system of care.

I am exceptionally proud of the work ICLA does. As I get to know the staff and the consumers we support, my heart glows as the services we provide

are centered in making a significant contribution to the choice, control and wellbeing of the people and communities we support.

I want to thank the network for welcoming me into the role. I have been humbled by the goodwill in our network, who have invested in the working relationships and collaborated with ICLA to deliver outstanding care to the people in need.

I want to thank the Board and the Chair – Nigel Harvey - for investing their trust and faith in me, during challenging times, to join this journey and steer ICLA into the future.

Lastly, I want to thank the staff, as managing the changes cannot be achieved without the dedicated staff who are committed to the work and the direction ICLA is taking. Thank you all for your welcome and your investment in the journey.

Kind regards,

**William (Bill) Campos**  
Chief Executive Officer

# Year in review

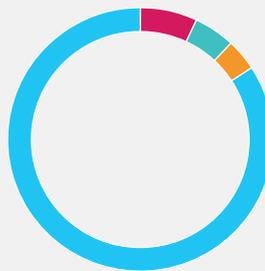
1,342  
People

the number of people that ICLA supported across all our programs (98% increase on last financial year).



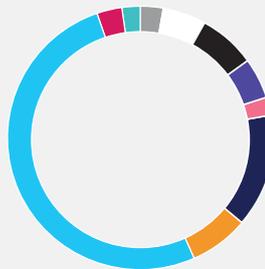
## About the people we support in our NDIS services:

### Primary disability (39% of participants responded)



- 84% Psychosocial
- 4% Physical
- 5% Neurological
- 7% Developmental

### Type of psychosocial disability (of the 39% who were asked and responded)



- 2% Other
- 3% Schizophrenia related
- 51% Schizophrenia
- 7% Schizoaffective disorder
- 14% PTSD
- 2% OCD
- 5% Depression
- 7% Personality disorder
- 5% Bipolar affective disorder
- 3% Anxiety

1,622

virtual appointments booked under the national eFriend program.

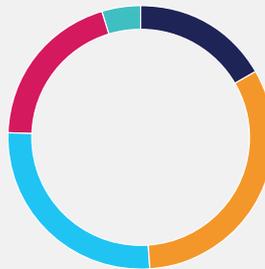


352  
People

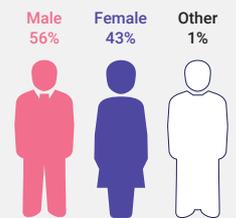
who were at risk of homelessness were supported to engage and successfully access the NDIS.



### Age (83% of participants responded)



- 4.7% 65+ yo
- 20% 56-64 yo
- 27% 45-55 yo
- 33% 30-44 yo
- 17% 18-29 yo



Gender  
(of the 83% who were asked and responded)

## Client feedback



I just wanted to say thank you for including me in the SPARC online program; it's made a big difference in how I feel about myself and even with having some bad moments here and there emotionally due to what I've experienced, I have a greater sense of confidence and safety within myself.

I enjoyed the peer group today too; we had some giggles and it was really supportive all around.

It's really making a difference for me, and I really appreciate the opportunity to take part in the program.



231,057  
unique users reached



40,000  
unique users on ICLA website



1,000  
followers



3 new properties to assist people in their recovery and transition

# ICLA Board



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

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 agency in accordance with the strategic direction.

ICLA has committed board members with a dedication to supporting and strengthening the organisation into the future.

DIRECTOR	TERM	COMMITTEE
Bill Campos (Resigned April 2021)	2020 - 2021	Appointed CEO May 2021
Gaybrielle Robinson	2016 - Present	Deputy Chair & Governance, Nomination, Remuneration Committee (Chair)
Gina Block (Resigned April 2021)	2017- 2020	Finance, Risk and Audit Committee (Chair)
Jorida Zeneli	2017 - Present	Clinical Governance Committee (Chair)
Marc Bryant	2020 - Present	Governance, Nomination, Remuneration Committee (Member)
Nicholas Coles	2002 - Present	Finance, Risk and Audit Committee (Member)
Nigel Harvey	2006 – Present	Chair (The Chair is ex-officio member of all Committees)
Rebecca Thompson	2020 - Present	Finance, Risk and Audit Committee (Chair)
Tanya Brown (Resigned December 2020)	2020 - 2020	Clinical Governance Committee (Member)



# Personal journey of recovery

Recovery is generally considered to be:

**“Living a meaningful and contributing life with or without the symptoms of mental ill-health”**

*(William Anthony 1993)*

When people share their stories of recovery or experiences, they help us to better understand the barriers as well as the things that helped. While different people will find different things helpful and unhelpful, some of the stories will be helpful and insightful to many.

## **Jane\* who has been living with a complex mental health condition for over 35 years...**

“Recovery is an ongoing journey where there are times of joy and other times of pure despair. With a mental health condition that journey is amplified to the extent that you can lose control of your thoughts, emotions, and can damage or even destroy relationships.

My best advice to someone who may be experiencing a mental health condition, particularly for the first time, is to find ...and invest in the time to find a safe place.... away from loved ones and pressure from expectations. Space to unravel your thoughts and demons...to find somebody...like a professional who is kind, and you can trust.”

“Over time you start get a rhythm and awareness of your strengths and capabilities, where at these points you bring someone close to be involved in the journey to help you stay on course”.

*\*Person wishes to stay anonymous*

## **Peer workers – People with a lived experience of a mental health condition**

At ICLA we pride ourselves in embracing, supporting, and understanding the value of someone with a lived experience of mental health condition. This unique perspective and insight can help others who may be going through it.

A shared “lived experience” is a valued mental health service to support people by providing a personal narrative and practical advice about the experience of undergoing a mental health episode and management of a condition. These insights can support people in their recovery and wellbeing journey.

For more information about becoming a mental health peer worker, or support worker visit our site:

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

# In memoriam

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Jade Sang-Phillip, passed away unexpectedly on Thursday 4 June 2021. This was a very sad occasion and Jade's loss is heartfelt - she was unique and is greatly missed by the staff who cared for her at the ICLA Boussole Road residence.

She leaves behind a brother, mother and step-father. Due to the COVID restriction at the time there was a private memorial at Bondi Beach where they placed her ashes.

She will be sadly missed and fondly remembered. From all at ICLA our sincere regards.





# Our services & achievements



## Supported Independent Living (SIL)

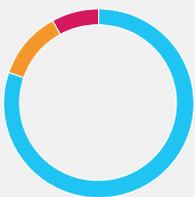
Supported Independent Living is an NDIS support where a person with a psychosocial disability lives in a group setting and receives support from trained staff with everyday tasks.

ICLA is a specialist provider of SIL for people living with psychosocial disability.

### Highlights this financial year have included:

- The formation of a new Practice Team that can provide person-centred case work support to people living in our SIL properties as well as support and guidance to our SIL staff regarding best practice when working with people with psychosocial disabilities.
- The agility of the SIL team has continued to ensure that our SIL Residents have the 24/7 support they need during a global pandemic. This has included supporting residents who have been identified as being exposed to COVID-19 to self-isolate.
- The piloting of a transitional SIL property providing specialised individualised support for a long term SIL resident whose physical health was declining significantly to move to more appropriate accommodation.

### Supported 36 people in SIL across 12 properties



- 62% identified as experiencing schizophrenia
- 9% identified as experiencing autism
- 6% identified as experiencing Intellectual disability

### The NDIS provides community participation support for ICLA residents with:

**45%**  
used to assist with daily living

**55%**  
used for social, economic and community participation purposes



### Prevention and Recovery Centre (PARC)

**Bondi PARC.** The Prevention And Recovery Centre (PARC) is a partnership between South Eastern Sydney Local Health District (SESLHD) Mental Health Service and ICLA. PARC aims to facilitate early intervention and recovery promotion to provide more intensive community support or avoid hospital admissions (step up), as well as providing residential support services following discharge from hospital (step down) with less restrictive care and in a supportive environment.

Treatment is evidence guided, trauma informed and recovery focused care, supporting people to maintain and improve their wellbeing.

PARC is an eight-bedroom residence located in Bondi that is staffed 24 hours a day, 7 days a week by a mix of peer workers, mental health support workers and clinical nurse specialists.

#### Highlights this financial year include:

- PARC recently celebrated its first birthday. 86% of guests were supported to transition back to the community rather than hospital, demonstrating PARC’s significant impact in preventing hospital admissions.
- The PARC team demonstrated significant adaptability in response to the COVID pandemic and has maintained continuity of service in a challenging environment.
- PARC funding is secured to continue into 2023.

**Total number of guests this year:**

**61**



## Suicide Prevention and Recovery Centre (SPARC)

SPARC is a short stay residential program that supports people who are experiencing suicidal ideation to reconnect to their recovery journey. SPARC is staffed by a mix of mental health support workers and peer workers.

SPARC is currently closed due to the ongoing COVID-19 lockdown in Sydney and is due to re-launch in **October 2021** in line with the lifting of NSW Government restrictions. During the lockdown we provided a virtual support service to people on the waitlist.

**Highlights this financial year include:**

- Program redevelopment in collaboration with SPARC staff to support stronger outcomes and optimise service design.
- Development and launch of SPARC Online program providing support to prospective guests during lockdown in the form of online psychoeducation groups and peer support discussion groups.

Total number of guests this year:

**18**

Total number of SPARC Online participants:

**4**



## Support Coordination

NDIS Support Coordination aims to assist NDIS participants to build their capacity to understand, implement and use their NDIS plans. The Support Coordination team provides support to people who live in our SIL properties, our Pathways program, and the broader community.

### Highlights this year include:

- Productivity focus has resulted in a sustained budget surplus.
- Establishment of financial performance targets to support further business development strategy.

We support the

**ndis**

Supported over **50**  
participants to implement  
their NDIS plans and build  
their capacity.

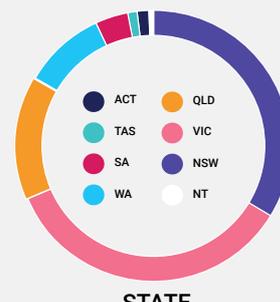
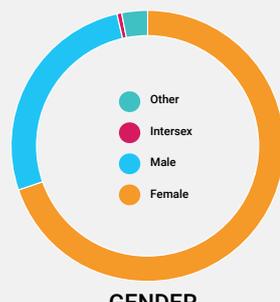
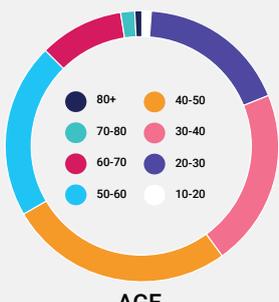
### eFriend

eFriend is a national virtual peer support service, offering befriending sessions to connect anyone 18+ to a peer worker via video call, phone call or web chat.

eFriend is national, free and available to anyone feeling down, stressed, lonely, isolated or worried. The program is unique in that people can speak with the same peer worker each time. eFriend is funded by the Commonwealth Government under the COVID mental health package.

### Highlights this financial year include:

- Delivery of 1,622 peer support sessions (an average of 127 per month).
- The successful launch of a web chat function to broaden engagement and increase caller choice and control in how they receive services.
- Achievement of exceptionally strong outcomes as outlined in the recently released Phase I evaluation report from research partners at the Black Dog Institute:
  - *Over 85% of participants surveyed said they were either extremely or very satisfied with the program.*
  - *After the end of their eFriend sessions, 85% of participants reported feeling significantly more hopeful and optimistic; 79% were feeling more confident; and 70% were feeling more empowered.*



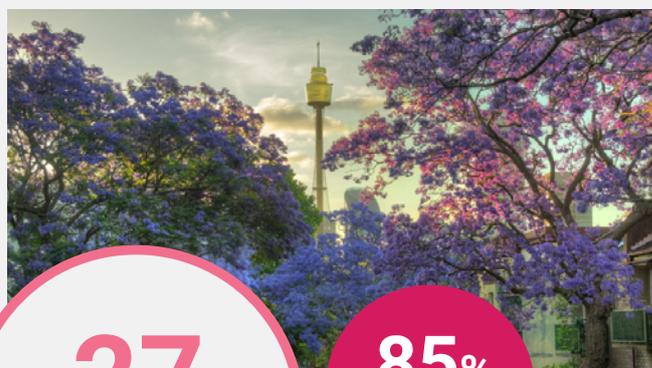
Demographic information also indicates a wide reach as outlined to the left.

## Pathways

Pathways is a transitional accommodation program for people with mental health concerns aged over 18 years at risk of homelessness who wish to stabilize their recovery and work towards living independently.

### Highlights this financial year include:

- The redesign of ICLA Independent Living program to the Pathways program which takes a housing first approach through the provision of supported accommodation and provides support to people to access long term housing
- Forty percent (40%) of Pathways residents were supported to transition to longer term accommodation
- Significant renovations and upgrades to Pathways properties to continue to ensure that they are physical spaces that support mental health recovery



## Embark + National Community Connector Program

Embark is an outreach program to support people experiencing homelessness and psychosocial disability to access NDIS services.

The National Community Connector was developed for community groups who might need additional support to access the NDIS because of social, cultural and economic barriers.

### Highlights this financial year have included:

- The Embark Program and National Community Connector Program have supported **352** people with a psychosocial disability and homelessness to successfully access the NDIS
- The Embark Program has been extended for FY 21/22 to both build the capacity of the sector and continue to provide individual support to assist people to access the NDIS.
- The National Community Connector and Embark teams collaborated together to prepare a response on behalf of ICLA to the NDIS regarding their proposal for Independent Assessments.

	EMBARK	Community Connector	Totals
Total number support by the program	268	132	400
Total Number of access requests submitted	116	64	180
% of successful access requests submitted	89%	88%	88%
Number of outreach / engagement activities		46	

*A number of people were supported by both programs.*

# People and culture

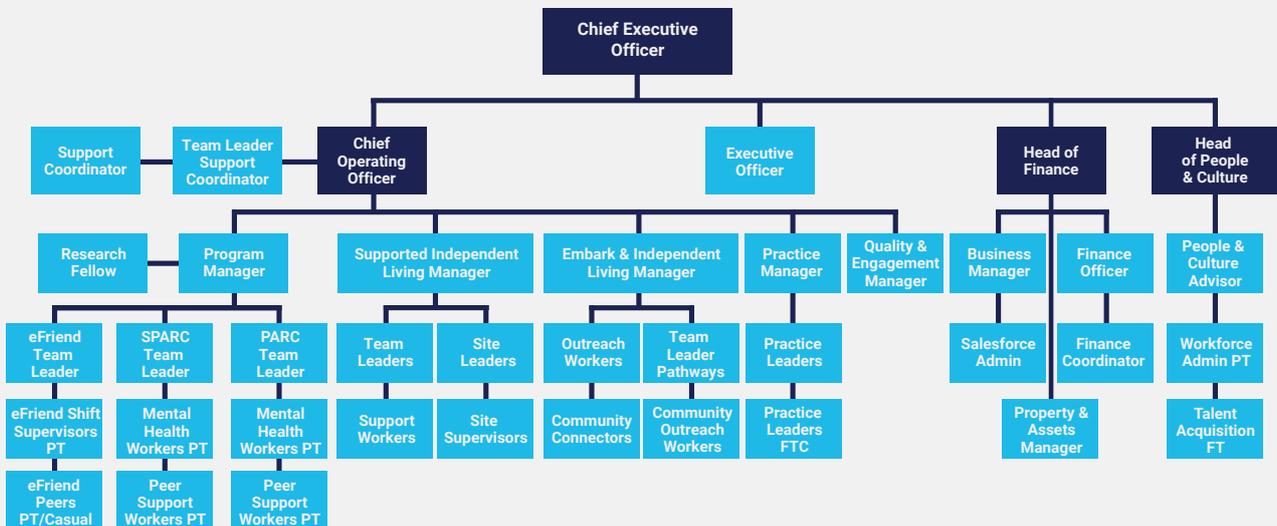
This past year there has seen significant change in personnel that was amplified by changes in the executive team, but also with the impact of COVID on recruitment within the sector.

The departure of the CEO in January and an interim Executive Officer for 5 months with the appointment of a new CEO in May this year, has meant that there was a need to reshuffle workflow and priorities.

Credit must go the Board and ICLA chairperson Nigel Harvey who acted as an interim EO to support continuity of the business priorities and functions.

Importantly this was a time when ICLA focused on supporting and developing our emerging leaders. ICLA team leaders, managers and site supervisors provided the backbone maintaining the momentum to great initiatives, across key priority areas.

These emerging leaders provided much needed stability and security during a period of rapid change.



Full time.....43  
Part Time....49  
Casual.....28



**Current staff diversity:**

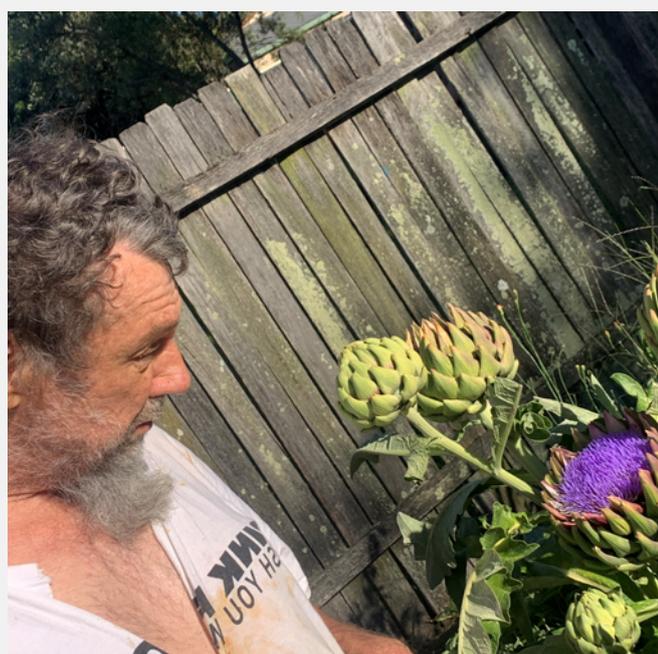
Non-English speaking background	<b>18%</b>
Born overseas	<b>27%</b>
LGBTQI+	<b>8%</b>
With disability	<b>3%</b>
Lived experience	<b>12%</b>
Aboriginal/TSI	<b>1%</b>
Non-binary/gender fluid	<b>3%</b>

# Our COVID response during the financial year

The COVID-19 pandemic has demonstrated the need for ICLA to continue to manage, pivot and weather major, unforeseen disruption that has forced us into a new working model.

2021 has seen the application of government restrictions and the introduction of working from home. Working from home started in 2020 for our head office staff, consequently managing teams remotely has become the norm.

Many staff commenced their employment while in lockdown – getting to know their colleagues/team members virtually. Since then, a number of staff started returning to the office and regularly attended ICLA residences. We have adjusted well to a hybrid model of working, allowing staff the flexibility to split their time between the office and home working.



However, as an essential service, ICLA continues to provide support to our consumers - people who are at higher risk of contracting the virus and experiencing significant impacts. ICLA's response is based around protecting the health and wellbeing of the people we support as well as our employees. To keep everyone safe and in line with the public health advice, ICLA has implemented a **COVID** safety and response plan.

ICLA is now able to quickly adapt to the challenges of the **COVID-19** pandemic successfully. As a resilient organisation we find ourselves making decisions at a speed which would have been unthinkable in pre-**COVID-19** times.



We want to thank specifically all residential services staff for continuing to support our consumers during the lock down period. The ability to respond quickly and to take steps to continue supporting our consumers is a credit to all our staff.

Consumers rely especially on our services during this time, and a big thank you to our residential staff for continuing to provide the services... well done all.

ICLA executive management group





Residence	#Beds	Address	Description
1. Anderton	4	Anderton Street, Marrickville	SIL Group Home SDA
2. Avoca	3	Avoca Street, Randwick	SIL Group Home
3. Bassett	5	Bassett Street, Hurstville	SIL Group Home SDA
4. Blair	12	Blair Street, Bondi	Transitional Block of 5 units, 4x2 BR & 1x5 BR
5. Bondi	9	Bondi Road, Bondi	Transitional PARC Program
6. Bourke	6	Bourke Street, Bondi Junction	Transitional block of 2x3 BR units
7. Cathedral 133	4	Cathedral Woolloomooloo	Transitional Group Home
8. Cathedral 135	4	Cathedral Woolloomooloo	Transitional Group Home
9. Clarence	4	Clarence Street, Belfield	SIL Group Home
10. Flide	3	Flide St, Caringbah	SIL Group Home
11. Ferguson	4	Ferguson St, Maroubra	SIL Group Home
12. Goodacre	4	Goodacre Ave Miranda	SIL Group Home
13. High	5	High Street, Mascot	SIL Group Home
14. Planthurst	4	Planthurst Road Carlton	SPARC Program
15. Robinson	3	Robinson St, Belfield	SIL Group Home
16. Roscoe	12	Roscoe Street, Bondi	ICLP - Block of 12x2 BR units
17. Searl	4	Searl Street, Petersham	SIL Group Home SDA
18. St. Kilda 2	1	St. Kilda Lane, Woolloomooloo	Transitional Studio Apartment
19. St. Kilda 4	1	St. Kilda Lane, Woolloomooloo	Transitional Studio Apartment
20. St. Kilda 6	1	St. Kilda Lane, Woolloomooloo	Transitional Studio Apartment



# Quality and compliance

## NDIS Standards

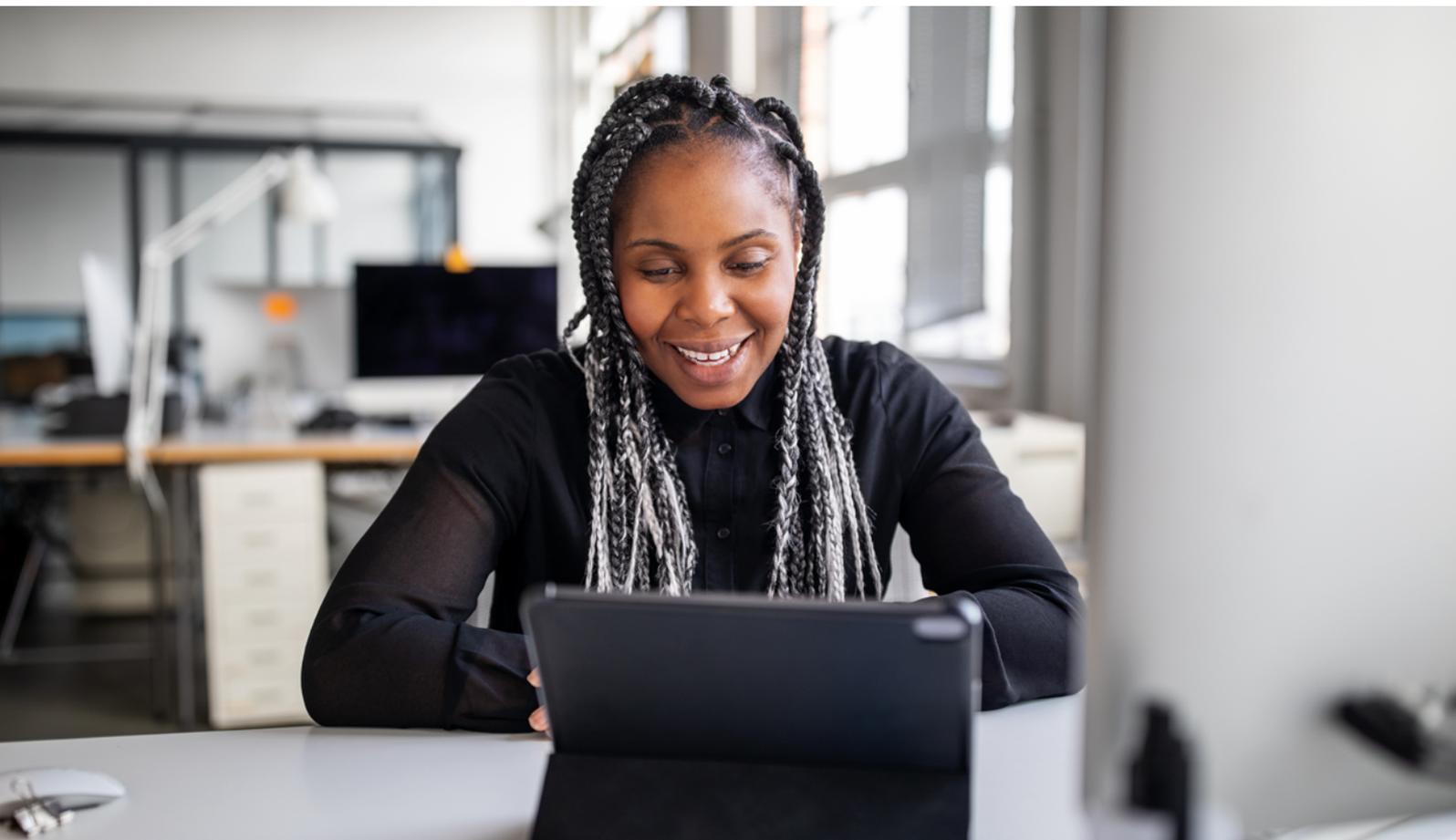
After passing the certification audit against the NDIS Standards in 2020, ICLA's application to renew our NDIS registration has been approved in 2021.

As a registered NDIS provider, ICLA is committed to maintaining and exceeding compliance with the NDIS Practice Standards to ensure that we continue to deliver quality services. ICLA will undergo a mid-cycle audit in January 2023 to maintain our certification under the NDIS Practice Standards.

## National Standards for Mental Health Services

ICLA will seek accreditation against the National Standards for Mental Health Services (NSMHS) in 2022, with work underway to review/improve/enhance the implementation of these standards across the organisation.

The NSMHS Standards are outcome-oriented with a focus on human rights, dignity and empowerment, and represent best practice for organisations delivering mental health services.



# IT and Operations

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Throughout 2020-21 ICLA continued to invest in IT systems and process design, to deliver more effective and efficient solutions to benefit staff and the people we support.

In August 2020 we began a new partnership with MCR IT by restructuring ICLA's Microsoft platform to unlock additional functionality. The transition to a fully mobile workforce and widespread use of online tools such as Teams video, chats and Sharepoint meant that there was minimal disruption to our services despite COVID lockdowns.

ICLA has also invested in upgrading and standardising services at our residential sites. The installation of Meraki equipment has improved internet security, enabled 24/7 WiFi monitoring and reduced downtime across all sites. This has enabled us to upgrade to Smart TVs and to provide Netflix subscriptions at each site.

In May 2021 we transitioned from an external Payroll company to an internal solution with UKG, formerly Kronos. This gave us full control of our payroll functions and halved the processing time required for our Finance team.

After a six month consultation, design and development process we launched ICLA's new website in June 2021 – [icla.org.au](https://icla.org.au)

ICLA will continue to invest in technology and systems with innovations such as digitising forms, automating workflows and a cloud-based phone solution to further improve efficiencies in the coming year.

## Property and assets

As a community housing provider, ICLA acquired six LAHC NSW properties in 2020/21 to deliver transitional housing via our Pathways program. Change of use for ICLA-owned properties were also approved in 2020, providing secure group homes for people we support.

# Financial statement

2020/21 was a challenging year for ICLA operationally. Despite this strict control of costs; and the hard work of the team, it was a very successful year financially.

The organisation’s finances are now as strong as they have ever been, enabling ICLA to continue its strategy of looking for suitable properties to purchase and explore other opportunities to provide services to its consumers.

## Revenue

Revenue increased during the year, mainly due to the increase in grants from both Federal and State governments to fund the new programs. The percentage of revenue from NDIS decreased from 74% in 2019/20 to 72% in 2020/21.

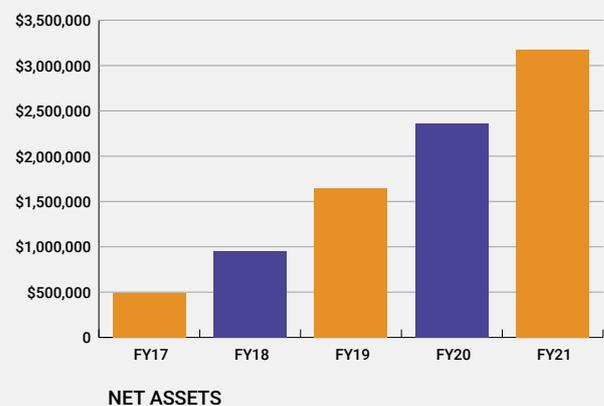
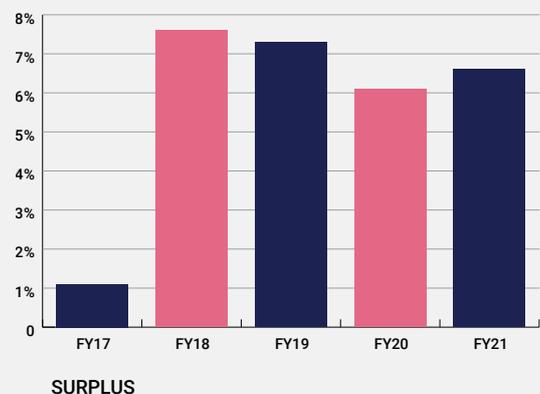
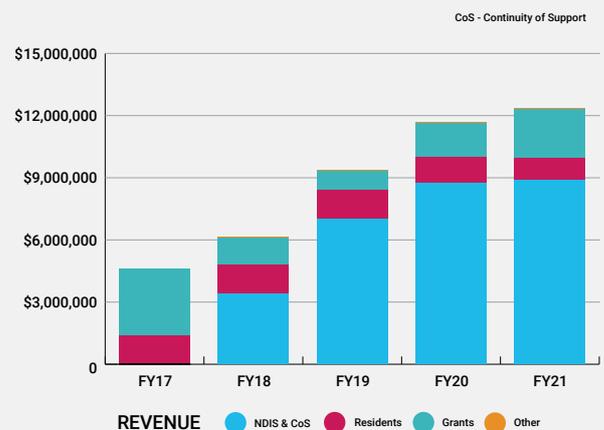
## The Surplus

The Surplus as a percentage of revenue remained broadly consistent with that of the last three years at 6.6%. Improved efficiencies resulted in overheads as a percentage of revenue reducing from 17.9% in FY20 to 15.7% in FY21.

## Net Assets

Net assets increased considerably during the year, enabling the company to move forward with confidence, knowing that there are the resources to manage any fluctuations in revenue or to take advantage of opportunities to add additional services as they arise.

ICLA’s full audited Financial Statements are available from the Australian Charities and Not-for-profits Commission at [www.acnc.gov.au](http://www.acnc.gov.au)



# Our partners and supporters

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**Bank Australia**

**Black Dog Institute**

**Central Eastern Sydney Primary Health Network**

**GUIR - Gamarada Universal Indigenous Resources**

**Hymans Feitelberg**

**Mental Health Coordinating Council**

**National Disability Insurance Agency**

**National Mental Health Commission**

**Norton Ross Fulbright**

**NSW Mental Health Commission**

**PWC**

**South Eastern Sydney Local Health District**

**The Commonwealth Department of Health**

**The NSW Ministry of Health**

**Transcultural Mental Health Centre**

**University of Melbourne**

**Western Sydney Local Health District**

## **Special Mention**

Janet Meagher AM, who continues to be ICLA patron and supporter.



# Support us

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ICLA is a not-for-profit organisation committed to supporting people living with mental health issues and psychosocial disability.

Your support and donation help us to develop innovative services and models of care that promote wellbeing, recovery and independence. Our mission is to deliver personalised support, enabling individual choice to improve people's lives

## Make a donation:

All donations to ICLA are tax deductible and your funds go directly to our services including enhancing our ability to strive towards better mental health care and create better, sustainable future. [Make a donation on our website.](#)

## Follow us online:

Follow ICLA on Twitter, Facebook and Instagram to join the conversation.



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



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Living Australia**  
Everyday life changing

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