



**Independent Community
Living Australia**
Everyday life changing



Annual Report

2021 – 2022

Everyday life Changing: Helping people live independent lives since 1984

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.

ICLA is committed to demonstrating 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). Our work is guided by the process outlined in the CHIME framework, which will provide culturally safe and effective support to First Nations community members and staff.

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 integrate cultural nuances in our process that will help deliver meaningful outcomes for ICLA's people and a significant and lasting contribution towards reconciliation.

Gadigal Mural, designed by Sydney artist Jason Wing, with First Nations Creative Producers Dennis Golding and Lucy Simpson for Australian Design Centre (ADC)

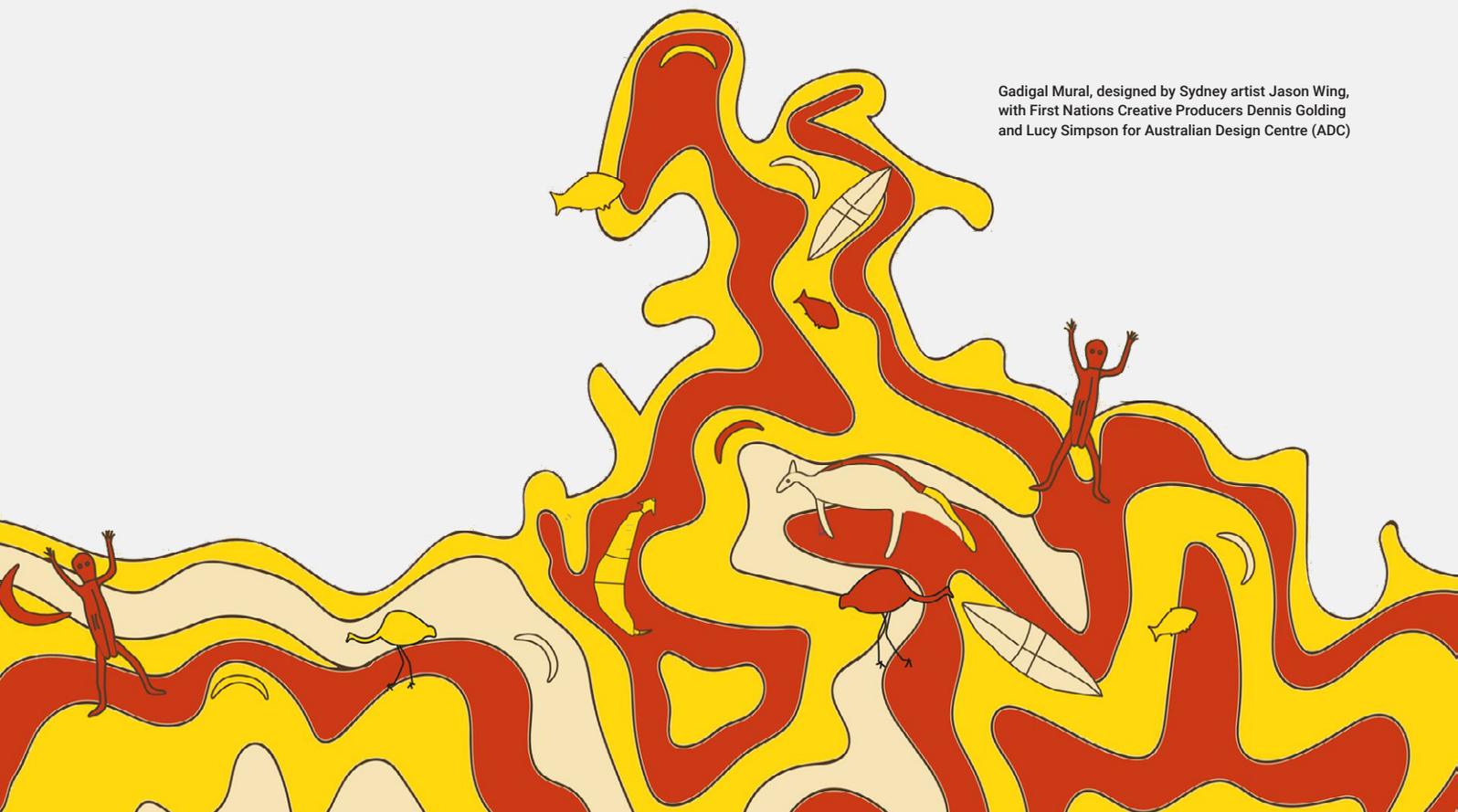


Table of contents

Acknowledging country	2
Our Vision, Mission, Purpose and Values	4
Who we are & What we offer.....	5
How we work - CHIME Framework.....	6
Our Strategic Aims	7
Message from the Chair.....	9
Message from the CEO	11
Our Services.....	13
ICLA Board	14
Journey of Recovery.....	15
Our Services and Achievements	17
Supported Independent Living (SIL).....	17
Prevention and Recovery Centre (PARC).....	18
Suicide Prevention and Recovery Centre (SPARC).....	19
Support Coordination.....	20
eFriend	21
Pathways.....	23
Embark and National Community Connector Program	25
People and Culture	26
ICLA Organisation Structure.....	27
Our COVID response.....	28
Operations.....	30
Quality Risk and Compliance.....	32
Financial statement.....	33
Our Partners and Supporters.....	34
Support us.....	35

Vision our

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

Mission our

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

Purpose our

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

Values our

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 & What we offer

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.

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.

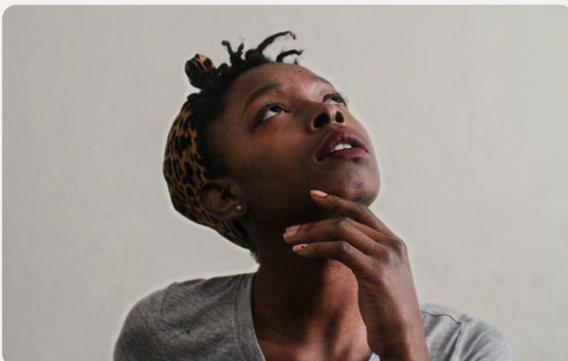
Anything is possible with ICLA. We assist people to reach their full potential, and to build happy, independent and fulfilling lives.



How we work - CHIME framework

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.



Our Strategic Aims

IMAGINE

ICLA co-designed with the people we support

1.1

Reimagine our services to ensure the needs and choices of the people and communities we support are our primary focus.

1.2

Draw on our founding principles to assist the people we support to grow their independence, exercise choice, control and civic participation.

1.3

Reinvigorate our recovery-oriented practice based on the **CHIME** (*connectedness, hope, identity, meaning & empowerment framework*).

DEFINE

our point of difference

2.1

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.

2.2

Become a provider of choice for disability support, housing, suicide prevention services for people with mental illness, psychosocial and intellectual disabilities.

2.3

Expand our services to support a more diverse population including early intervention for younger people.

CONNECT

with our cultural DNA

3.1

ICLA's vision, mission, purpose and values will be the organisational platform upon which the culture is defined, behaviors are articulated, and leadership is demonstrated to deliver a positive, stand out culture at ICLA.

3.2

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.



Our Strategic Aims

POSITION

ICLA for greater growth and impact

4.1

Grow and diversify our income sources, fundraising, assets partnerships and overall revenue as a professional insight driven organisation.

4.2

Deliver greater impact, measurable in economic, environmental and social terms.

REFRESH

our approach to dynamic governance and leadership

5.1

Achieve best practice in contemporary leadership, governance, compliance, risk and clinical governance.

5.2

Consumer (lived experience) input will inform all levels of governance.

5.3

Commitment to first nations people as a way of working towards a reconciliation action plan, to guide our programs, services and partnerships, allowing us to work safely, respectfully and effectively with Aboriginal and Torres Strait Islander peoples, families and communities.

BUILD

our approach to creating great homes

6.1

Develop new models of accommodation and residential services for people living with psychosocial disability or mental health difficulties.

6.2

Improve sustainability at ICLA and develop a clear plan to achieve net zero CO₂ emissions by 2050.

6.3

Grow and measure the impact of our home environments on mental health recovery and wellbeing.



Nigel Harvey

Message from the Chair

Yet another purposeful if challenging year has swept by here at ICLA as you will see in the pages ahead.

Naturally the pandemic looms large among those challenges but managing it was substantially internal and out of sight from the people we serve - thanks to our incredibly dedicated staff and management team. Without them, we are nothing, despite a fine history and tradition of supporting those people with a focus on independence and recovery.

You may notice more sprinklings of data in the pages ahead. This is mostly because we can. Also, out of sight has been the deployment of better systems that reduce paperwork, help manage our costs but more particularly lead us further towards better data and quality control to aid the continuous improvement of our services. A smart and scalable back end for the many sets of safe, soft hands in the provision of service itself is an ambition we've long held. Of course, ICLA appreciates only too well the importance of evidence and outcomes, yes for funders, but more particularly for those people we serve.

On that note allow us a couple of crows for awards we have received. The first was for our step-up and step-down facility in venture with Southeast Sydney Health District, our Prevention and Recovery Centre (PARC) in Bondi. The second, technically post balance date is for our peer support based online

service "eFriend". You will see both awards were based on robust independently reviewed outcomes data – and an awful lot of thought, care, and hard work by our people. Both represent magnificent opportunities for growth, for replication and even national extension – inevitably though subject to funding or sponsorship. Also extended happily for yet another year has been our Embark program which helps homeless people access NDIS services. ICLA does this both directly and supporting other agencies to do so.

On a sadder note our dedicated peer support based Suicide Prevention and Recovery Centre ("SPARC") closed early having struggled with the practicalities of trying to operate during the pandemic. However, lessons were learned that could improve future designs and its residual funding was reallocated to eFriend. ICLA acquired and dedicated a large house to this opportunity and continues to believe it appropriate to allocate measured risk resources to the right idea.

Fortunately, that house has now been repurposed to Supported Independent Living (SIL) for people funded by NDIS packages. The financials within this report will confirm SIL remains the dominant activity in ICLA's service suite and together with its shorter-term residential sibling Pathways is at our core. We are proud to be a community housing provider with a high quality portfolio of homes, many from the state, some rented, and a couple owned.

We will expand as we can, to help existing and potential clients. Indeed, to aid future expansion and to mitigate change stress for staff our management team has restructured the operations of our SIL portfolio to allow clearer house by house leadership and teams. Pathways, following a period of planned refurbishment, has also restructured its offering more attractively and is filling up at a furious rate. However, growth is not an obsession and the slight revenue shrinkage in the year under review has not concerned us.

It is my duty, pleasure really, to thank all those many people, organisations and agencies that are helping us to do our important work, my colleagues on the board, and of course the whole team at ICLA. You are all detailed in the pages ahead. Thank you!

With thanks,

Nigel Harvey
ICLA Chairperson



William (Bill) Campos

Message from the CEO

It goes without saying that this has been the most extraordinary year, with so much change, challenge, and opportunity. This past year seems to have included so many events that it feels like a recollection of the past five years, as we reflect on the impact on our people - consumers, staff, and stakeholders alike.

When I wrote to you in last year's annual report (FY21), I recalled the enormous change within ICLA and volatility in the sector. As it turns out, those changes, were just the beginning and they have accelerated in FY22.

This past year has brought focus to what is important in our everyday lives and the work we do here at ICLA. It has also brought focus to the people, care and connection that was required to overcome such challenges. This held true as we supported our staff, consumers, and the networks with which we collaborate and contributed to the safety, wellbeing, and care of our people.

It is fitting then that I report on the three key themes of this past year: **Change, Challenges** and **Opportunities**.

Change

ICLA underwent transformative change, both internally and externally.

ICLA needed to pivot and adapt to COVID requirements and to the legal, health and financial changes. We managed lockdowns, quarantines, isolations, vaccinations, and workforce challenges. As the analogy used, we were in our ICLA boat in the same COVID storm as the others in the sector.

The ICLA boat remained shipshape in the most challenging of times.

In addition, ICLA created a new management team and commenced a significant staffing transformation in preparation for the anticipated changes associated with a new Federal Government in relation to the NDIS. Our philosophy was to embrace change and go with the flow, knowing that such changes will allow ICLA to be in a much better place, ready for what the future brings.

The organisation went through a metamorphosis, bringing about new people, ideas, values, and momentum. This included a comprehensive update to our strategic plan, which refined our direction and culture. New Board members, and new and expanded executive group have created a fresh approach to mission and vision.

Challenges

We also managed the changes to government, policies, funding, and legal requirements, as ICLA relied heavily on State and Federal guidance regarding our role and responsibility as a disability, housing, and mental health service provider.

The past year has been a whirlwind of activity and challenges that impacted all our programs. ICLA's frontline work meant that we were required to manage the ongoing changing COVID landscape with all its challenges. This included the need to close our SPARC (Suicide Prevention and Recovery Centre) service, as it was not viable during the COVID lockdown.

Whilst many people had the opportunity to work from home, many more of our ICLA staff continued to support the people we care for, 24 hours a day, 7 days a week giving assistance and hope to the very vulnerable people in our communities.

To put it in context for about 10 months of this financial year, our staff needed to manage the potential personal risk of exposure to COVID, and at one point take a COVID test every three days. Our staff were some of the first people required to be vaccinated and many had to quarantine for two weeks because of exposure. They were required to travel via public transport, to our locations which included managing specific Local Government Area (LGA) requirements and show evidence of being an essential worker to police during lockdown.

This experience truly highlighted the great people we have in the organisation and importantly the enormous dedication our staff have in supporting people in need. We genuinely thank all staff at ICLA for their commitment to the wellbeing of our consumers and the care for each other. I want to highlight the incredibly good work, particularly of our residential staff, the goodwill, collaboration and cooperation among our staff was a key contributing factor to ICLA's success in overcoming these challenges.



Opportunities

ICLA's ability to deliver services across housing, mental health and NDIS with the unique area of expertise in mental health peer work, means we can add enormous value to the disability sector and meet its growing and changing demands. Importantly the array of services ICLA offers fits exactly where the system is lacking - the "missing middle" (between hospital and primary care).

We expect that the post COVID environment will highlight the importance of community services and create new opportunities. There is a need to build communities once again, to reconnect and reduce loneliness and isolation, to support people with genuine in person care.

We have witnessed the importance of the services we provide, to the wellbeing of the people we support. We delivered services online, however the ability to maintain face to face connection, was critical.

We see the enormous value in ICLA key residential services with our Supported Independent Living (SIL) and PARC (Prevention and Recovery Centre) the cornerstones of an important suite of services.

Looking ahead we see a need to expand such services. For ICLA to focus on continuing our work as part of the wider health, welfare and disability sectors, with a complimentary workforce and robust professional services.

So, our journey continues, with a renewed sense of purpose and a focus on what really matters.... People.

Kind regards,

William (Bill) Campos
Chief Executive Officer

Our Services

At ICLA we understand that recovery is a personal process which includes stable housing, supports to live independently and opportunities to learn new recovery-oriented behaviours. Depending on where they are on their recovery journey, ICLA can offer people support in a number of areas, including:

Homes and housing as having somewhere safe to live is critical in stabilising mental health and supporting anyone's recovery journey.

Peer Support programs which provide an opportunity to connect with peer workers who have a lived experience of mental health recovery.

NDIS funded supports to help people access Supported Independent Living (SIL), NDIS Core Supports and Support Coordination.

Psychosocial recovery programs to provide support with mental health recovery.

Our Services: In detail

We have the following programs and supports available:

Supported Independent Living (SIL)

Long term accommodation and support for everyday life for people living with psychosocial disabilities.

NDIS Core Supports

A service that provides personalised and skill-based support to people living in our SIL homes to promote their independence and help them gain access to the community.

Support Coordination

A service that provides personalised support to people to manage and fully utilise their NDIS funding package to ensure that they get all the support they need.

Embark

An outreach program that supports people experiencing homelessness and a psychosocial disability to access NDIS-funded services.

Pathways

Short-term transitional accommodation for people who are living with mental health issues and are at risk of homelessness to stabilise their recovery and work towards living independently.

eFriend

A peer support program enabling people feeling low, lonely or isolated to access virtual peer support sessions via video call, phone call or chat. Our peer support workers have their own lived experience of recovery from mental health challenges and utilise this experience to provide a sense of empathy, connection and hope.

Prevention and Recovery Centre (PARC)

PARC supports people who wish to focus on their mental health recovery with a short stay in a homely environment with the support of a team of people with lived experience and mental health nurses.



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
Nigel Harvey	2006 – Present	Chair (The Chair is ex-officio member of all Committees)
Gaybrielle Robinson	2016 - Present	Deputy Chair & Governance, Nomination, Remuneration Committee (Chair)
Jorida Zeneli	2017 - Present	Clinical Governance Committee (Chair)
Rebecca Thompson	2020 - Present	Finance, Risk and Audit Committee (Chair)
Nicholas Coles	2002 - Present	Finance, Risk and Audit Committee
Marc Bryant	2020 - 2022	Governance, Nomination, Remuneration Committee
Mark Spurr	2021 - Present	Finance, Risk and Audit Committee
John Della Bosca	2021 - Present	Governance, Nomination, Remuneration Committee
Lisa Schonstein	2021 - 2022	Clinical Governance Committee



Journey of Recovery

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

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

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

The “lived experience” is a valuable tool to support people by providing personal narratives about experiences of mental health challenges and recovery. These invaluable insights support people in their recovery journey by providing a sense of connection, hope, empowerment and meaning, as well as an opportunity to share strategies to support wellbeing in a safe and reciprocal way.

For more information about becoming a peer support worker, or support worker visit our site www.icla.org.au



Participant Quote

“The service given by ICLA is both life giving and life affirming. Its supportive environment enables me to maintain the activities that give my life meaning including going to church, and connecting with my family. Having the care of staff relieves me [of the] many burdens which could become too difficult for me in everyday life. I find the staff competent, approachable, and friendly”.

SIL Resident

Virtual engagement



Reach (1 July 2021 - 30 June 2022)

384,775



Followers

1,355



Reach (1 July 2021 - 30 June 2022)

17,118

Page Visits

1,904



Unique website visitors

24,719



3

Number of new properties acquired to assist people in their recovery and transition.

Our Services & Achievements



Supported Independent Living (SIL)

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

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

Highlights of this financial year include:

- The successful implementation of a major restructuring of the program. Although we have seen the departure of some valued members of staff as a result, including our

long-serving SIL Manager and the Practice Team, this new structure will allow ICLA to readily grow its SIL program in the future

- Welcoming three new consumers into the program, transitioning consumers from two houses to more appropriate dwellings, advertising a new SIL home in Carlton, which increased our SIL service offering by 11%
- The agility of the SIL team has continued to ensure that our consumers have the 24/7 support they need including supporting residents who have been identified as being exposed to COVID-19, to self-isolate.



Supported 35 people in SIL across 10 properties

- 82% identified as experiencing schizophrenia
- 9% identified as experiencing autism
- 6% identified as experiencing Intellectual disability



NDIS community participation support for our SIL Consumers



Prevention and Recovery Centre (PARC)

Bondi PARC. The Prevention and Recovery Centre (PARC) is a partnership between South Eastern Sydney Local Health District (SES�HD) 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 a less restrictive care in a supportive environment arrangement. The vision, philosophies and principles of care encapsulate evidence guided treatment, trauma informed and recovery focused care, supporting people to maintain and improve their wellbeing. It is an eight-bedroom residential home 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 celebrated its first birthday
- PARC was recognised with a Highly Commended award in the Integrated and Value Based Care category at the SES�HD Healthcare Awards and has been nominated for a prestigious Premier's Award

- The SES�HD Mental Health Service completed a research evaluation of PARC's effectiveness in reducing hospital admissions to date which found that:
 - Former PARC guests engaged in 28% fewer mental health related hospital admissions compared to before their PARC stay
 - 38% of former PARC guests reduced the number of mental health related emergency department presentations
 - 100% of the six former PARC guests who most frequently presented to emergency departments prior to their stay, reduced their rate of presentations after their stay(s)
- The PARC team demonstrated significant adaptability in response to the COVID pandemic and has maintained continuity of service in a challenging environment
- The PARC team commenced implementation of a pre and post-stay outcome measure, the Recovery Assessment Scale (RAS-DS), with the first six months of data demonstrating an average 16% improvement in scores at the end of each stay.
- PARC funding is secured to continue into 2023.

Total number of guests this year **45**



Suicide Prevention and Recovery Centre (SPARC)

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

Due to the extended Greater Sydney COVID-19 lockdown at the start of this financial year, SPARC pivoted to an online model of service delivery. Online groups were offered to any prospective guests and were designed to develop skills that aimed to set individuals up for a successful stay at SPARC, provide

connection and support to mitigate effects of isolation during lockdown, and increase capacity for self-care during lockdown and beyond.

The COVID-19 pandemic and associated lockdowns presented significant cumulative challenges and risks associated with delivering SPARC as it was intended, and in October 2021 ICLA made the decision not to proceed with the program.

To ensure continuity of care for SPARC eligible individuals with suicidal ideation and complex mental health needs, ICLA negotiated for remaining SPARC funds be redirected towards an extension of eFriend, our virtual peer support service.



We support the

ndis

Support Coordination

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

44

Supported participants to implement their NDIS plans and build their capacity.

Highlights this year include:

- Strong growth trend in billable hours resulting in consistent budget surplus.
- Review and optimisation of intake, data capture, billing and performance monitoring systems to support program growth.
- Commenced business development plan with the recruitment of an additional Support Coordinator, harnessing the opportunity to grow ICLA's NDIS business by capitalising on our strong reputation and consistent rate of referrals.



eFriend

The highlight this year was eFriend's nomination and subsequent winning of the National Mental Health services award for lived experience leadership. This is a great honour, recognising the great work of the eFriend team. This is a fantastic achievement and reflective of the value of the eFriend service to the wider communities.

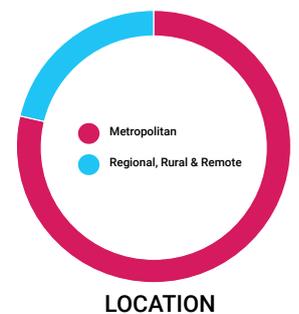
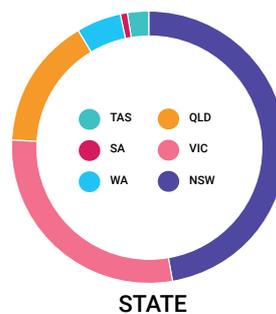
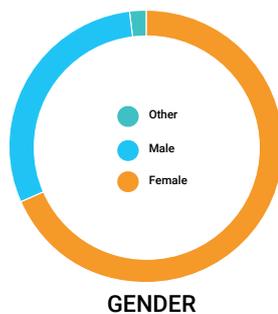
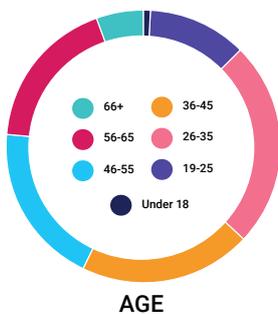
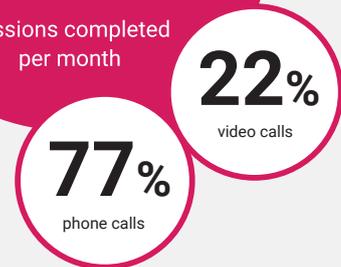
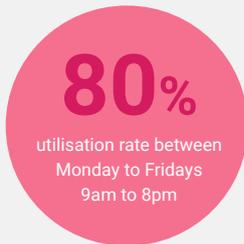
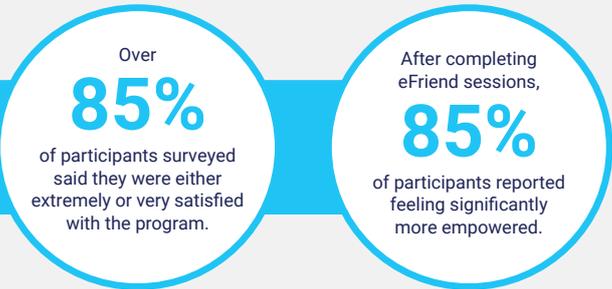
ICLA continues to invest in and support the lived experience peer workforce as a viable, complimentary, and accessible workforce that adds value to the sector. Importantly it shows the benefit to consumers of lived experience on the journey of their mental health recovery.



eFriend is a virtual peer support service, offering virtual peer support sessions to connect anyone 18+ in Australia 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 unlike other virtual or phone based support services, people can speak with the same peer support worker every time and build trust and rapport. eFriend is funded by the Commonwealth Government under the COVID mental health package.

Highlights this financial year include:

Achievement of exceptionally strong outcomes as outlined in the Phase I evaluation report from research partners at the Black Dog Institute:



Demographic information from participants that provided their data indicates a wide reach.



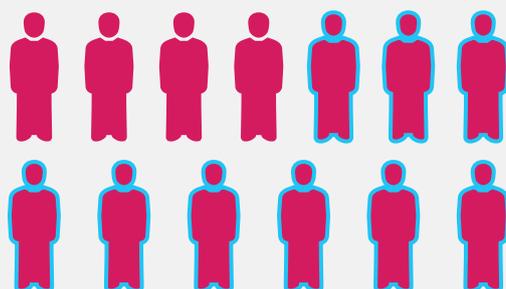
Pathways

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

Highlights this financial year include:

- Receiving a financial grant from Bank Australia which allowed us to hire another staff member to support the Pathways residents to build their capacity and confidence to obtain and maintain a tenancy

- During this period, we were able to facilitate 77 individual coaching sessions with our Pathways participants to provide more intensive supports to assist them with their exit strategy to long term accommodation
- We were also able to support our participants with more than 35 referrals to services for clothing, furniture and free or low-cost food



 **8** properties during this financial year

 **13** Total number of new residents

 **9** Total number of people exiting into long-term accommodation



Participant Quote

“The support I received was really useful. It helped me to get used to being on my own, be more independent and get more confidence. I don’t know how long it would have taken me to get housing if I didn’t have ICLA to advocate for me and help me with that process. I would recommend it to anyone who needs it”.

Pathways Resident





Embark

Embark is an outreach program aimed at supporting people experiencing homelessness and psychosocial disability to access the NDIS. Embark consists of two streams, Embark Access (supporting individuals and their support networks to prepare and submit successful NDIS applications) and Embark Upskill (supporting the sector to build its capacity to support individuals with NDIS applications through workshops and webinars).

Highlights this financial year include:

- 150 enquiries received for Embark Access
- 88 people with a psychosocial disability and homelessness were supported to successfully access the NDIS (88% of all Embark Access applications were successful)
- 102 organisations and 242 individuals have been supported to build their capacity to assist individuals to access the NDIS through Embark Upskill workshops and webinars
- The Embark Program has been extended for FY 22/23 to both build the capacity of the sector and continue to provide individual support to assist people to access the NDIS.

People & Culture



With the departure of ICLA's interim Chief Operating Officer, the Executive Team structure has gone through a realignment that saw the creation of three new positions:

- Senior Manager – Residential Services
- Senior Manager – Community Services
- Senior Manager – Operations.

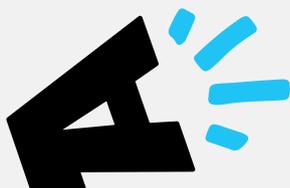
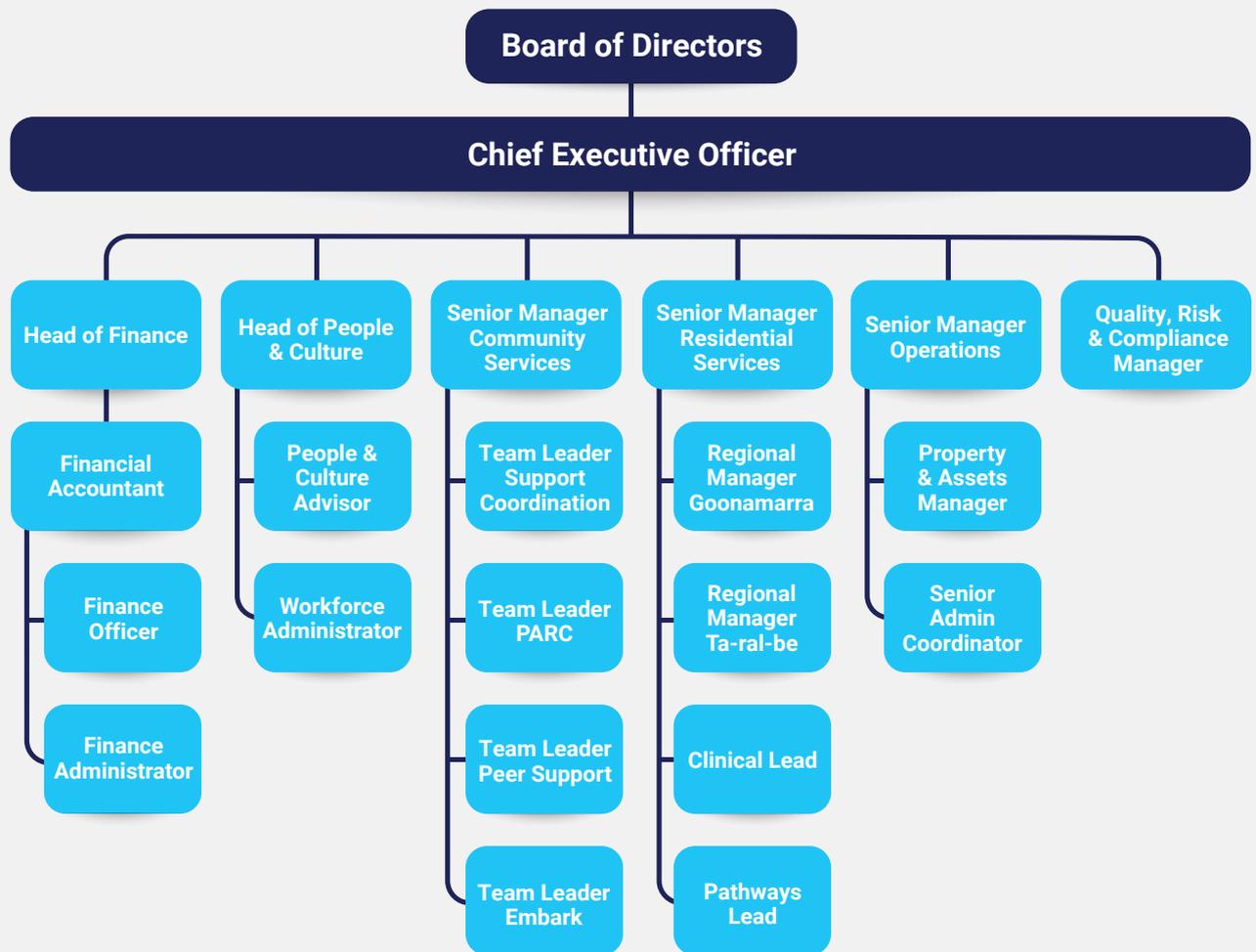
The aim was not only to form a stable and sustainable leadership team but also to create a clear alignment to service areas and strengthen the oversight of ICLA property, assets and systems.

In April 2022 ICLA embarked on a significant restructure of the Residential Services Department to optimise outcomes and the quality time we can provide to our consumers. The restructure created new roles of House Leader and Regional Manager roles with a clear focus on intake, consumer choice and control as well as outcome measurement. It created an

opportunity for current ICLA staff to progress their career aspirations within the organisation.

Despite the internal changes and restructures, ICLA is committed to developing and growing our people whilst creating a workplace that supports and encourages employees to participate in a range of professional development, learning and wellbeing programs such as monthly lunch & learn sessions, regular leadership meetings and access to a range of health initiatives and a wellbeing platform. Our professional development framework encompasses different ways people can learn including, learning from experiences, interacting with others, or specific training, which are at the core of this approach. Promotion of internal opportunities saw several ICLA staff members seconded to different departments, offered new roles, or given opportunities to step-up on a temporary basis.

ICLA Organisation Structure



Our COVID response during the financial year



The year has certainly tested and strengthened ICLA's response to COVID-19. As an organisation we have experienced yet again unforeseen disruptions such as stay-at-home orders, travel restrictions and travel permits within certain LGAs, vaccination mandates and several COVID-19 outbreaks in our SIL houses.

As an essential service ICLA continues to provide support to our consumers. Our staff have responded with exceptional effort, teamwork and duty of care to the people we support. Our COVID-19 safety and response plan has been acknowledged and complimented by the NDIS covid response team.

Further, in order to raise awareness about the dangers of COVID-19 and to encourage our staff and ICLA consumers, several vaccination hubs

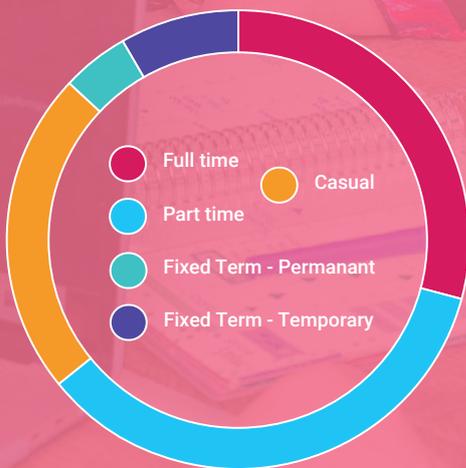
were organised during business hours. Our staff vaccination rates reached 100% by November 2021.

Our Head Office staff have embraced a hybrid model of working and the service delivery teams are able to swiftly respond to COVID-19 outbreaks.

As an organisation, we are now able to face the challenges and adapt to the COVID-19 pandemic as the safety of our consumers, staff, and others who visit our services and sites is our priority. While we are following the public health advice, we continue to carry out risk assessments to determine the best course of action for our consumers, specific scenarios, or a particular service. Where needed, we make the necessary changes to our protocols to align with the Government advice.



People & Culture



Current staff diversity: based on those who responded by total # employees today

Non-English speaking background	26%
Born overseas	34%
LGBTQI+	11%
With disability	4%
Lived experience	21%
Aboriginal/TSI	1%
Non-binary/gender fluid	2%

130 Average Staff during this year (with 123 at 30 June 2022)

25.39%

Turn over rate from January to June 2022

10%

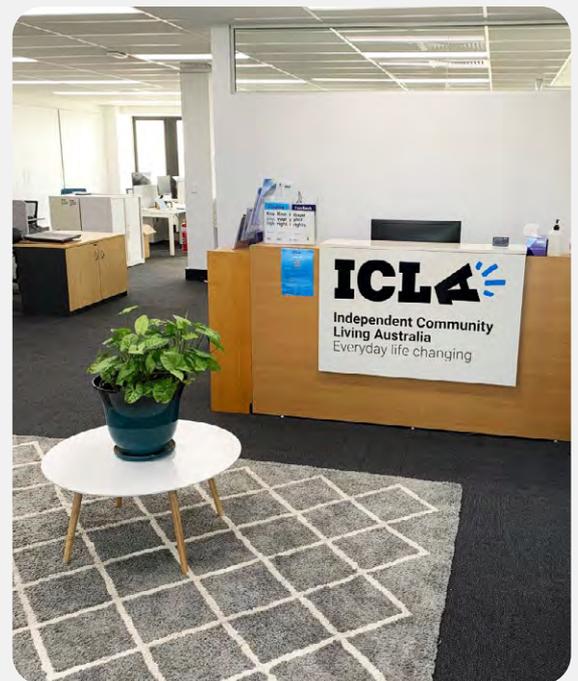
Employed as Peers

Operations



After 17+ years ICLA has moved its head office from Kippax Street to Level 5, 126 Chalmers St Surry Hills. The office is a modern light-filled agile working place. Staff feedback has been positive and is a welcome change to working from home after the lockdowns.

ICLA's Property & Assets team and Service Delivery team continually evaluates our property portfolio in relation to its suitability for participants. In June 2022, the SIL property at Randwick was replaced by one in Maroubra. This property was carefully selected, providing a comfortable four comfortable bedrooms, each with a separate bathroom, a spacious staff office, two light-filled living rooms, a large kitchen and ample backyard space. All participants at this property have provided positive feedback and are very happy in their new home.





Residence	#Beds	Address	Description
1. Anderton	4	Marrickville	SIL Group Home SDA
2. Avoca Lock Maree	3 4	Randwick Maroubra	SIL Group Home Relocation in 2022
3. Bassett	5	Hurstville	SIL Group Home SDA
4. Blair	12	Bondi	Transitional Block of 5 units, 4x2 BR & 1x5 BR
5. Bondi	9	Bondi	Transitional PARC Program
6. Bourke	6	Bondi Junction	Transitional block of 2x3 BR units
7. Cathedral A	4	Woolloomooloo	Transitional Group Home
8. Cathedral B	4	Woolloomooloo	Transitional Group Home
9. Clarence	4	Belfield	SIL Group Home
10. Flide	3	Caringbah	SIL Group Home
11. Ferguson	4	Maroubra	SIL Group Home
12. Goodacre	4	Miranda	SIL Group Home
13. High	5	Mascot	SIL Group Home
15. Planthurst	4	Carlton	SPARC Program
16. Robinson	3	Belfield	SIL Group Home
17. Roscoe	12	Bondi	ICLP - Block of 12x2 BR units
18. Searl	4	Petersham	SIL Group Home SDA
19. St. Kilda 2	1	Woolloomooloo	Transitional Studio Apartment
20. St. Kilda 4	1	Woolloomooloo	Transitional Studio Apartment
21. St. Kilda 6	1	Woolloomooloo	Transitional Studio Apartment

ICLA has continued to streamline processes and systems. The recruitment module was implemented on UKG (HRIS). This enabled the People & Culture team to manage the entire recruitment process from the internal HRIS and provide more transparency of available positions to all staff.

Quality Risk & Compliance



NDIS Registration & Mid-term Audits

ICLA's NDIS registration was renewed in 2021. We will undergo a mid-term audit in November 2022 to maintain our certification under the NDIS Practice Standards.

The mid-term audit will assess how ICLA is implementing our services to NDIS participants and how we are continuing to meet the requirements of the NDIS Practice Standards and Quality Indicators. This usually involves interviews with participants and staff, as well as file and documentation reviews.

It is a great opportunity to check how ICLA is performing, and if there are any improvements that can be considered.

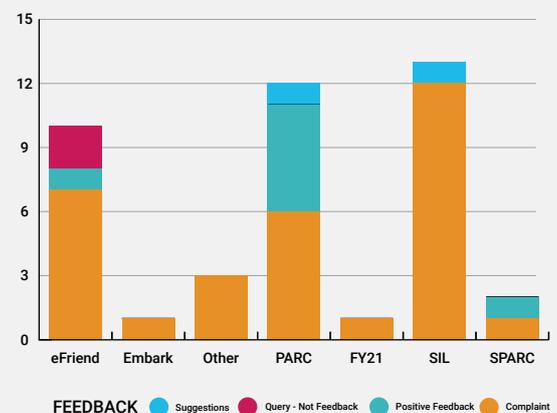
National Standards for Mental Health Services

ICLA will seek accreditation against the National Standards for Mental Health Services (NSMHS) in 2023, with work currently underway to implement 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.

Feedback & Complaints

ICLA is committed to working with people we support, their families and our staff, to resolve problems and improve the quality and safety of our support.

ICLA received 42 feedback points during the reporting period.



Financial statements

Despite the additional support from NDIS, COVID continued to affect ICLA, both operationally and financially. For example, it proved impossible to re-open SPARC – resulting in a reduction in government grant funding - and the effect of lockdowns and isolations meant that staffing costs increased.

There were also several organisational changes made during the period, to better set up ICLA to grow in the future.

Surplus

Despite these changes and challenges ICLA still made a small surplus for the year to June 2022.

Revenue

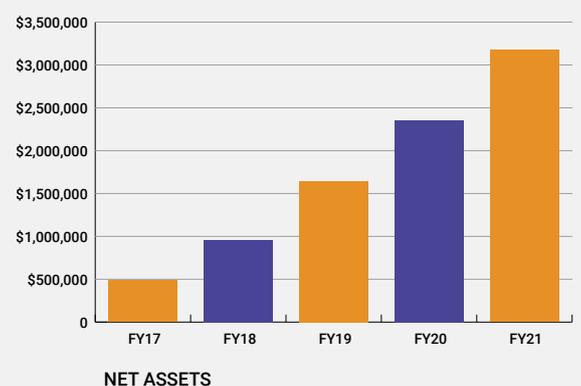
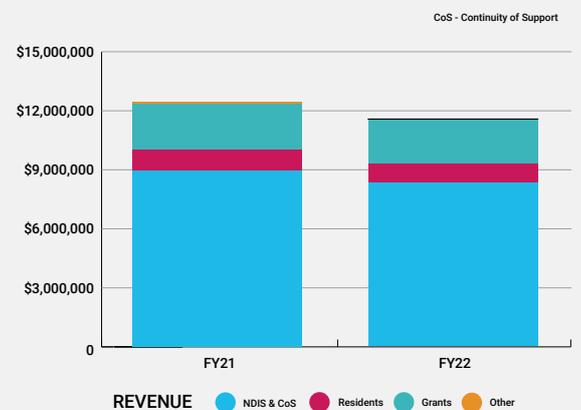
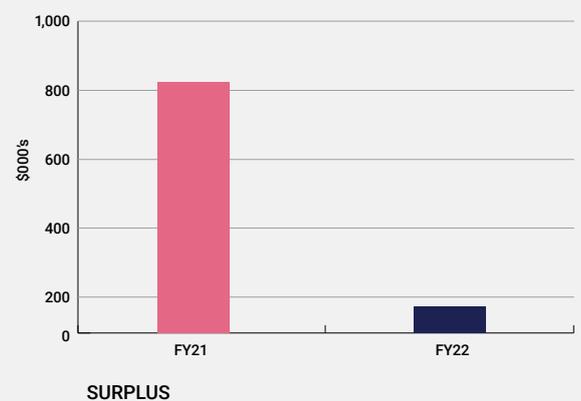
While revenue declined from the prior financial year due to the factors outlined above, overheads were kept at 17.6% of revenue – below the historical average.

Net Assets

Net assets increased slightly during the year and ICLA still has sufficient cash reserves to enable it to cover any unexpected fluctuations in funding or unforeseen costs, as well as to take advantage of any future 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



Our Partners & Supporters

South Eastern Sydney Local Health District

Sydney Local Health District

Western Sydney University

University of Melbourne

National Disability Insurance Agency

The Commonwealth Department of Health

The NSW Ministry of Health

Sparke Helmore

Black Dog Institute

National Mental Health Commission

Mental Health Australia

NSW Mental Health Commission

Mental Health Coordinating Council

Central Eastern Sydney Primary Health Network (CESPHN)

Western Sydney Local Health District

Transcultural Mental Health Centre

GUIR - Gamarada Universal Indigenous Resources

PWC

Bank Australia

Hymans Feitelberg

NSW Land and Housing Corporation

Special mention:

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



Support us

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.](#)

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Everyday life changing

www.icla.org.au