



**Independent Community
Living Australia**
Everyday life changing

Annual Report 2024 – 2025

Everyday life Changing: Helping people live independent lives since 1984

Acknowledging country with our Indigenous fellow Australians

Throughout the years, ICLA has evolved to meet the changing needs of its communities, expanding its services and forging new pathways to independence for countless Australians. Our dedication to creating environments where individuals feel valued and supported is reflected in every aspect of our work. From facilitating access to safe and secure housing, to empowering people with the tools to lead fulfilling lives, ICLA continues to champion innovation and inclusivity.

As we reflect on our journey, we remain steadfast in our commitment to transparency, cultural competence and authentic partnership. By fostering connections and prioritising the voices of those we serve, we strive to ensure our impact reaches far beyond bricks and mortar, touching lives through compassion and respect.

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.

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.

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.

Guided by these principles and partnerships, ICLA remains focused on continuous improvement and genuine collaboration with all stakeholders, ensuring our practices not only reflect regulatory standards but also resonate with the lived experiences of those we support. Through respectful dialogue and ongoing education, we foster an environment where individuality is celebrated and innovation is encouraged, empowering both staff and participants to reach their fullest potential. As we look ahead, our ongoing evolution is shaped by a shared commitment to equity, accountability, and the unwavering belief that everyone deserves a place to belong and thrive within their community.

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.



Contents

- Acknowledging country..... 2
- Who we are & What we offer 4
- People at the centre of their recovery 5
- Our Strategic Aims..... 6
- Message from the Chair 7
- Message from the CEO 8
- Our Services..... 10
- ICLA Board of Directors..... 11
- ICLA Executive Staff 11
- ICLA - Community 12
- Virtual Engagement 13
- Pathways..... 14
- Prevention and Recovery Centre (PARC)- Bondi..... 15
- Support Coordination 16
- eFriend & MindSpot GP..... 17
- Supported Independent Living (SIL)..... 18
- Quality Initiatives..... 19
- People & Culture..... 21
- Organisational Chart..... 22
- Our Staff..... 23
- Finance Report 24
- Property & Assets 25
- Partners & Supporters 26



ICLA

Why we exist

To create thriving communities, connected individuals and meaningful change every day.

How we deliver our services

We champion collaboration and celebrate differences.
We are brave and curious.
We listen to learn, take action, and improve.

What we do

Mental Health

Supporting emotional wellbeing and recovery.

Disability Support

Empowering individuals to build capacity and live independently.

Housing Solutions

providing access to safe and affordable homes.

Aged Care

Maintaining independence and dignity,

Our Cultural Approach

Understand needs

Understand individual challenges and goals.

Tailor Support

Develop personalised care plans.

Empower growth

Forster independence and skill development.

Celebrate Progress

Recognise and build on achievements.

We are a...

NDIS Registered Provider

(National Disability Insurance Scheme)

Community Housing Provider

National Standards for Mental health services
– Quality Accredited Organisation

Commonwealth Home Support Program (CHSP) Aged Care provider

ICLA specialises in supporting people with complex mental health, suicide prevention, homelessness and psychosocial disability with a dedicated and experienced workforce and championing the lived experience peer workforce.



We leverage our expertise and lived experience to partner with vulnerable people, especially those with complex mental health needs, offering holistic range of services.

People at the centre of their recovery

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 where you are on your recovery journey,

Our services are person-centered, ensuring people receive support as individual as they are. We collaborate with the individual's strengths, values, and goals, whatever they may be. Our model of support puts people at the center of the service they receive.

Hope and optimism are reflected in the CHIME framework – Connectedness, Hope, Identity, Meaning and Empowerment, people with mental health needs in their local communities. Our motto is “everyday life changing” to focus on supporting small changes every day, creating big opportunities and life changing transformations.

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



Thriving people, exceptional care

Cultivating a joyful, thriving culture where our people grow and deliver their best.



Expanding our reach, amplifying our impact

Driving sustainable growth while serving new communities and building a stronger ICLA.



Independence, choice and connection

Delivering personalised care that empowers consumers and their families, building lasting relationships between ICLA and the community.



Technology with a human touch

Enhancing ICLA's ability to provide services through proactive use of data and technology to respond to opportunities and emerging consumer needs.

Message from the Chair

– Nigel Harvey



I am pleased to report on what you will read ahead that has been a year of careful, apparently modest achievements that combine to demonstrate ICLA's continuing powerful drive to pursue its mission to support the people we serve.

Whether it be our initial, successful foray into supporting senior Australians, the digitisation of medical management for our Supported Independent Living (SIL) clients, the continuing externally confirmed excellence of our "step up/step down facility at our Prevention And Recovery Centre (PARC) - these are but a few of the year's many highs, thanks to the dedication and commitment of our people to the high quality we know our clients should expect.

It is no secret that our industry is being challenged with rising demand for services despite constraints in the dominant NDIS funding, failing to keep funding abreast of rising essentially regulated staffing costs.

And yet ICLA has produced a modest surplus showing last year's minor loss to have been an aberration.

This turnaround resulted frankly from thoughtful graft from the leadership down - a more efficient back-end process here, a merged SIL house there, better collections, a foot in a new business ... it all adds up, most importantly without any reduction in the quality of services.

And yet further still ICLA is continuing to grow. We have re-secured mental health accreditation that will support future activity. We have post balance date opened a new SIL home in the western suburbs, a new region for us. We will be looking to increase our aged care services and of course we will continue to lobby for new PARCs across the state.

ICLA believes its operations, while not for profit, must be collectively sustainable businesses with sound risk management allowing its important work to continue healthily and to innovate and improve.

Achieving this is the continuing task of our various teams from board to executive management group, house leaders, support workers, peer workers and back-office people. Everyone is critical and deserving of our appreciation and thanks whether full or part time or indeed casual.

Thank you all!

Equally important to ICLA are the people we serve. We know and want you to have a choice. There is no higher compliment than your choice to join or stay with us! Please continue and please let us know constructively how we can improve.

Finally, I must thank the many organisations and people listed elsewhere who support - and fund! - our continuing ability to do this work. Please may I single just one out and acknowledge our Patron Janet Meagher for her wise counsel born of a lifetime of active service.



Message from the CEO – William (Bill) Campos

As I present this report for the 2024-25 year, I am filled with gratitude, pride and a deep sense of purpose.

This year, Independent Community Living Australia (ICLA) continued to evolve, strengthen and deepen its impact.

While challenges persist in the mental health and disability sectors, the resilience of the people we support, our staff, our partners and our community have allowed us to continue the good work and support the people in need, but to grow in meaningful ways.

This year was a pivotal moment for ICLA as we created a new 3-year strategic plan 2025 to 2028. This new plan was critical as we prepared for an ambitious direction within a very turbulent fiscal environment. We knew that we had to leverage our expertise and lived experience to craft a direction that will allow ICLA to grow and widen our reach sustainably.

ICLA strategy includes diversifying and widening our services to comprehensively support the journey of care from hospital to community to home. Supporting people with complex mental health needs across the Disability, Housing, Community and more recently Aged Care sectors.

You will see that we have redefined ICLA's mission, to create thriving communities, connected individuals and meaningful change every day.

This was to capture the ambition, the focus and the dedication of our people to strengthen our belief in what we do, and the commitment we have in supporting people in need and the communities we serve.

We have remained true to our values of collaboration, respect, courage and curiosity, and we have remained committed to ensuring that people we support can live lives rich in independence, choice, dignity, connection and hope.

Over the past year, ICLA has maintained and expanded a suite of services tailored to individual goals and challenges. These include:

- Supported accommodation and housing solutions, from high-support settings through to drop-in, flexible models.
- NDIS supports, including support coordination, assistance with daily living, core supports, capacity building.
- In-home supports to help people remain independent in their own homes.
- Peer and virtual supports, including the eFriend program, which offers online peer support for those feeling low, lonely or isolated.
- Short-term stays and recovery-oriented programs, such as PARC (Prevention and Recovery Centre).
- Commonwealth Home Supports Program (Aged Care) providing entry-level support to help older people continue to live safely and independently at home and in their communities.
- Affordable Housing Program (AFP) provides housing solutions to those who cannot afford the current rental market in Sydney.

Our service delivery model remains person-centred, support that is as individual as the people we serve. We continue to build flexibility into our services so that individuals have real choice and agency.

ICLA now employs over 130 people, drawing on lived experience as well as professional training, to deliver supports across NSW, and through virtual programs, across Australia.

We have strengthened our housing solutions and supported accommodation, improved our capacity in NDIS service delivery, and increased our reach through peer-led and virtual services. We are proud to offer an expanding set of options so people can pick the pathway that best meets their recovery, independence, and wellbeing goals.



Some of our standout achievements over the past year include:

Embedding the CHIME framework across programs (Connectedness, Hope, Identity, Meaning & Empowerment), ensuring recovery-oriented care is central.

Enhanced virtual and peer supports via eFriend and MindSpot GP partnership, enabling connection for people in remote or isolated circumstances to have a seamless digital mental health services combining clinical support with lived experience connection.

Stronger partnership and responsiveness: tailoring supports more closely to individual needs, being more nimble in deploying services where they are most required.

Workforce commitment: growing our staff, investing in inclusion, continuous improvement, learning & wellbeing, ensuring that ICLA remains a workplace where people can grow.

This year has also confronted us with serious challenges:

Complex support needs with many of the people we assist live with multiple, intersecting needs, and navigating systems (health, housing, NDIS) remains difficult.

Housing affordability and availability with cost of living increasing dramatically over the past year which remains pressing issues, affecting both service delivery and the lives of those we support.

Workforce pressures with recruiting, retaining and supporting skilled development of staff in high-stress, high needs and specialist roles continues to be a priority, as we expand our services.

Sustainability and scale with balancing high quality, personalised care with demands for growth, efficiency and financial sustainability.

But with challenges comes opportunity. We have advocated more strongly for policy change in housing & mental health and strengthen collaborations with communities, First Nations people, health, housing and disability sectors.

We have also embraced technology & data systems to improve responsiveness, measurement and service planning, as this is critical to the quality service provisions and the changing landscape. Technology is evolving so quickly that ICLA continues to strive for better awareness and safer implementation of technology that enriches the people we support as well as our work environment.

In the coming year, we will concentrate on:

- Continue to expand our services across the NDIS and Aged Care as we progress to delivering service in the home. Our ambition is to grow in geography, service type and to be able to support more people in need.
- Enhancing housing supports, including a mix of high-support and flexible accommodation that people can transition through as their needs change.
- Investing in staff wellbeing, training, inclusion, and recognition, to ensure our workforce is resilient, supported and aligned with ICLA's values.
- Amplifying the voices of the people we serve, ensuring lived experience is central in governance, planning and evaluation.

Acknowledgements

I want to thank our participants and their families for their courage, trust and perseverance. To our staff, board members, volunteers and partners, thank you for your dedication and support and to our funders and community supporters, your belief in what ICLA can do is a driving force that sustains us.

Despite a complex landscape, we move forward with quiet confidence. We believe that every person deserves to live with dignity, connection and choice – and as CEO, I am determined that ICLA will continue to pursue that belief, every day.

Kind Regards



Bill Campos
ICLA - CEO

Our services

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.

Supported Independent Living (SIL)

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

Short Term Accommodation (STA)

including NDIS respite care, is funding for support and accommodation for a short time away from a participant's usual home.

In Home Supports

Our in-home services are designed to fit around your life, supporting daily routines, building independence, and offering peace of mind for you and your loved ones.

Commonwealth Home Support Programme (CHSP)

Services we provide to Aged Care participants under the provide entry-level support to help older people continue to live safely and independently at home and in their communities. The CHSP supports activities that enable independence within the home, and that consider each client's individual goals and choices.

Affordable Housing (Strathfield) The Affordable Housing Program (AFP)

provides housing solutions to those who cannot afford the current rental market in Sydney. One of its main purposes is to allow tenants an opportunity to save for a home deposit or just be able to afford the simple and basic requirements that seem impossible when paying extremely high rents in the current rental climate.

eFriend & MindSpot GP

eFriend is 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.

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.

Pathways

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

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.

ICLA Board of Directors

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

ICLA’s dedicated board members play a key role in advancing the organisation and promoting best practices across all its activities.

Beyond our program offerings, the strong leadership and vision provided by our dedicated Board of Directors have been instrumental in shaping ICLA’s success and growth. With board members bringing a depth of experience and commitment, ICLA remains focused on advancing our mission and fostering positive change for those we serve.

Director	Term	Committee
Nigel Harvey	2006 - Present	Chair ex-officio member of all Committees)
Gaybrielle Robinson	2016 - Present	Deputy Chair & Governance, Nomination, Remuneration Committee (Chair)
Jorida Zeneli	2017 - Present	Practice Governance Committee (Chair)
Rebecca Thompson	2020 - Present	
Nicholas Coles	2002 - Present	
Mark Spurr	2021 - Present	Finance, Risk and Audit Committee (Chair)
John Della Bosca	2021 - Present	

ICLA Executive staff

William (Bill) Campos	Chief Executive Officer
Soon Chua	Head of Finance
Nina Von Stebut	Head of People and Culture
Zoe Blome	Senior Manager - Community Services
Ranita Johnson	Quality Compliance & Systems Manager
Leah Croft	Senior Manager - Residential Services

ICLA - Community



Pathways participant

Living in the ICLA unit has been a positive experience. The environment is safe, clean, and comfortable, and the staff are always supportive and approachable. The unit feels welcoming, and it's easy to feel at home here. I've appreciated the sense of community and the help available whenever needed. Overall, I'm very happy with my experience living in the ICLA unit.



Carer quote

"Thanks ICLA Support Coordinator. I'm crying with happiness as I'm writing this email (feel free to send it to your manager), you are amazing, having you..... means I'm not alone and my daughter is not alone, I have no words to express how much I appreciate your help and support.

My daughter has been crying for last 2 days, but I'm sure with your support, she will be back up again.

THANKS SOOOOO SOOOO MUCH, YOU ARE AN ANGEL



Staff quote

The highlight of my visit to the Maritime Museum was the submarine experience with one of the people we support. It was such a memorable moment seeing him genuinely happy, his laughter filling the space as he explored. Supporting him throughout the day and witnessing how much he enjoyed the experience truly warmed my heart. It reminded me of the impact we can have in someone's life just by being there, guiding them and sharing in those special moments. Seeing his joy made the entire visit worthwhile and I couldn't have been happier to contribute to a day that brought him so much pleasure.



SIL participant quote

I've been with ICLA for 33 years, and they've helped me so much with managing my schizophrenia. I've made great progress in becoming more independent. The team are intelligent, helpful, and very friendly. They support me with my medication, make me breakfast in the morning, help me shower, get dressed, and even make my bed.

I enjoy talking with my housemates and we've built a really good relationship with each other. Thanks to ICLA, I feel supported.

Virtual Engagement



	Reach	Impressions	Posts	Engagement Rate
EOFY 2025	3,466	3,756	66	7.66%
EOFY 2024	7,809	8,635	47	5.22%



	Reach	Impressions	Posts	Engagement Rate
EOFY 2025	543	581	66	9.46%
EOFY 2024	2,267	2,642	47	11.91%



	Impressions	Posts	Engagement Rate	Followers
EOFY 2025	17,646	59	8.45%	2,014
EOFY 2024	17,506	55	11.84%	1909



	Unique visitors
EOFY 2025	1,164
EOFY 2024	858



Pathways

Our Pathways housing program continues to provide critical transitional housing support for people experiencing homelessness, offering a safe and stable environment where residents can focus on recovery and explore long-term housing options.

Pathways play a vital role in addressing homelessness by offering individuals a safe and supportive space to stabilise their lives. It serves as a crucial bridge between crisis and permanent housing, providing residents with time to recover, access essential services, and work towards long-term stability. By offering this critical support, Pathways helps break the cycle of homelessness, enabling people to regain their independence and move towards sustainable living solutions.

This year, Pathways provided stable housing to fifteen new residents and assisted nine individuals in successfully transitioning to permanent housing. We continued our successful Pathways Plus partnership with the Eastern Suburbs Mental Health Service, and launched Pathways to Wellbeing, a trial of integrating Peer Navigation support as a complement to the program.



Prevention and Recovery Centre (PARC) - Bondi

The Bondi Prevention and Recovery Centre (PARC) is a partnership between the Southeast Sydney Mental Health Service (SESLHD MHS) 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) supporting people to maintain and improve their wellbeing by applying least restrictive care in a homelike environment.

The vision, philosophies and principles of care are driven by evidence guided treatment, peer support, trauma informed and recovery focused care. It is an eight-bedroom residential home in Bondi staffed 24 hours a day, 7 days a week by a mix of peer workers, mental health support workers, and clinical nurse specialists.

During this past year PARC received ninety-four referrals, of which 68% were for individuals stepping up from the community and 32% stepping down from hospital. Fifty-one guests received support from the program over the course of fifty-four stays. This year PARC supported a larger cohort of younger guests, with almost half aged between 25 and 34. Most guests were female (57%), and one identified as gender diverse. Four percent of guests identify as LGBTIQ+, and 10% as culturally and linguistically diverse.

PARC's achievements last year further underscore the success of the program, and the critical role that step up/step down models play in the future mental health system in NSW. On average, 88% of guests self-reported the highest rating of satisfaction with the PARC service after their stay and in 2023, ICLA and SESLHD secured an NMHDARC Innovation Grant to fund an independent evaluation of the service. Partnering with the University of New South Wales Social Policy Research Centre, this evaluation was completed in 2025. The mixed-methods evaluation of 391 service guests found Bondi PARC enhanced quality of life, agency, and personal recovery. Guests reported strong service satisfaction (as measured by improvement RAS DS scores, post service feedback surveys and focus group interviews) and a preference for the centre's person-centred, least restrictive approach to recovery. Emergency and inpatient service use declined, with guests learning to self-identify early signs and proactively seek step-up support. Stakeholders praised the thorough intake criteria and model's effectiveness for people with complex or non-acute needs, including co-occurring substance use.

The evaluation clearly evidences that the PARC's model promotes wellbeing and recovery and contributes to significant cost savings within the mental health system by reducing the need for lengthy hospital stays. Backed by convincing evidence and positive consumer outcomes, ICLA will continue to advocate for increased investment in this space to expand the capacity and impact of step up/step down services in NSW.



Support Coordination

ICLA's Support Coordination team assists NDIS participants to build their capacity to understand and implement their NDIS plans. The team provides support to people who live in our SIL properties, our Pathways program, and the broader community. Our team, specialising in supporting individuals with lived experience of mental illness and complex needs, plays a crucial role in empowering participants to navigate the NDIS and access the services they need. With deep understanding and empathy, the team provides tailored support, helping individuals manage their unique challenges, achieve personal goals, and build resilience. By fostering strong, person-centred relationships, our coordinators make a significant impact in improving participants' quality of life, promoting independence, and enhancing long-term outcomes.

Over the year, the team supported seventy-six individuals and received twenty-seven new referrals, helping people make the most of their NDIS plans, strengthen community connections, and achieve their personal goals. Demand for the service is consistently high year-on-year, reflecting the compelling reputation of the team and the trust participants place in their person-centred approach.

At the same time, the sector continued to face significant challenges. Support Coordination price caps have not increased for more than five years, despite rising staffing and compliance costs, while participant needs and plan complexity are growing. These pressures make sustainability increasingly difficult across the sector. Despite this, our team has maintained high-quality, responsive support, demonstrating resilience and innovation in a challenging funding environment.



**YOUR
Trusted NDIS Partner**



eFriend is a FREE service that allows people who are feeling low, lonely or isolated to access virtual peer support sessions via video or phone call. Our peer workers can offer insight, provide hope, and empathise from their own lived experience – whether you’re looking for support or just want someone to chat to.

In 2025, ICLA and MindSpot’s pioneering partnership continued to demonstrate the value of integrating virtual peer support with clinical services. Since its launch in early 2024, this enhancement to MindSpot GP has enabled patients to connect with an eFriend peer for emotional support alongside their treatment, offering a unique blend of lived experience and clinical expertise. Proudly funded by the Western Australian Primary Health Alliance (WAPHA) through the Australian Government’s PHN Program, this initiative is shaping the future of digital mental health care in Australia.



In FY25, ICLA and MindSpot completed the first evaluation of our innovative partnership, which integrates eFriend peer support into MindSpot GP’s digital clinical service. Between March 2024 and June 2025, 259 people were referred to eFriend, with over a third commencing peer support sessions. While the evaluation found no significant additional clinical benefit from adding peer support, participants valued eFriend as a non-clinical, empathetic complement to therapy, particularly for those experiencing social isolation or multiple stressors. The trial highlighted both opportunities and challenges in integrated service delivery, underscoring the need for flexible, person-centred models and shared infrastructure to strengthen future peer-clinical collaborations.



Supported Independent Living (SIL)

ICLA's Supported Independent Living (SIL) services provide people living with psychosocial disability the support they need to thrive in shared homes, build meaningful connections, and participate fully in their communities. Through person-centred care from skilled and compassionate staff, we help consumers develop life skills, grow in independence, and create lasting relationships.

In 2024–25, ICLA supported 34 consumers across 10 homes in Sydney, providing 24/7, year-round care that fosters stability, connection, and belonging.

Thriving in the right home

This year, one SIL property was decommissioned, and the consumers living there were supported to move into homes better suited to their needs. With these transitions, our consumers settled into environments where they feel comfortable, valued, and able to engage fully in daily life. These changes have created thriving, homely spaces that benefit both consumers and staff, supporting stronger routines and positive outcomes.

Welcoming new consumers

Two new consumers joined our Flide Street and Bassett Street homes. At Flide Street, a consumer has been settling in and learning daily living skills while embracing independence. At Bassett Street, another consumer has actively participated in community activities, made new friends, and started exploring personal goals. These stories highlight the warm welcome and personalised support that help each consumer feel at home.

Education, employment, and independence

Our consumers continued to pursue their goals with great determination. Many achieved milestones in employment and tertiary studies, gaining confidence and independence. These successes have encouraged active participation in their communities, providing structure, purpose, and personal growth in their everyday lives.

Building connections through community and events

Relationships are at the heart of SIL life. Consumers and staff came together to share memorable experiences, from the Flide 70's Disco and Mailbox Masterpieces End-of-Year Design Competition, to the Bunnings Sausage Sizzle and the Harmony Day Dinner at Searl Street. Monthly engagement events gave everyone a chance to celebrate, socialise, and strengthen friendships. These gatherings fostered a sense of belonging and connection that enriches home life and community engagement.



Creating homely environments and leadership pathways

House vibe challenges encouraged staff and consumers to personalise their homes and make them more welcoming. New house leaders were appointed, providing guidance and support in each home, and internal promotions allowed support workers to take on leadership and higher duties. This focus on growth and development nurtures a skilled, confident workforce while creating homes that truly reflect the people living in them.

Workforce skill and innovation

Our SIL team continued to expand its expertise, working across diverse consumer needs and homes. Recruiting skilled support workers and providing targeted training reduced reliance on agency staff and ensured continuity, stability, and high-quality care. Alongside this, the implementation of a new incident management system and electronic medication management system (Emma) has enhanced safety and streamlined operations, enabling staff to dedicate more time to meaningful support and building connections with consumers.

ICLA's SIL services demonstrate that when care is person-centred, relationship-focused, and community-driven, consumers not only meet their goals but thrive — building independence, confidence, and lasting connections in homes where they truly belong.

Quality Initiatives

In 2024, ICLA redeveloped its incident reporting system to enhance consumer and workforce safety, support compliance, and to drive quality improvement and outcomes. The new system, launched in November, enables proactive risk identification and responsive care through improved data insights and strengthened mechanisms for incident management oversight and identifying areas for continuous improvement. The development of comprehensive resources and ongoing workforce training ensures sustainable implementation and positions our services to continuously adapt to the changing needs of our consumers.

ICLA also transitioned to an electronic medication management system, enhancing the safety, accuracy, and oversight of medication support for SIL consumers. The rollout was deliberately phased over four months to ensure a safe and supported transition, with comprehensive training provided to equip staff and maintain high standards of care. The transition has seen a significant improvement, evidenced by a 36.6% reduction in medication incidents and the near elimination of documentation errors which was our largest area for improvement.

Quality Assurance

ICLA is excited to announce that we have been preparing for accreditation against the National Safety and Quality Mental Health Standards for Community Managed Organisations Standards. This process is part of our ongoing commitment to continuous improvement to deliver safe, high-quality mental health services.

With the expansion of our Capacity building team, ICLA is currently undertaking a NDIS out of scope audit to include Specialist Behaviour Support services to our diverse range of services. We are committed to developing this service to provide attentive high-quality evidence-based and person-centred support, minimising the need for restrictive practices.

In addition to Specialist Behaviour Support, ICLA has created two new policy documents in line with our new organisational strategy for Service Development and the use Artificial Intelligence. These policies reflect our commitment to innovation and ethical practice, ensuring emerging technologies and new service areas are governed by robust quality, ethical and safety standards.



We continue to conduct regular, systematic audits of our practices, environments, documentation, and systems to ensure alignment with quality and compliance standards across the organisation. These audits support our commitment to safe, effective, and person-centred services, continuous improvement, and positive consumer outcomes. This year's internal SIL audit reflected ongoing quality improvement and marked another milestone in our progress since the August 2022 restructure, which introduced the roles of 2 Regional Managers and 10 House Leaders.

We Listen to Learn

ICLA welcomes and appreciates feedback from our consumers, their families and carers, as well as our valued workforce. It is a vital component of our continuous improvement efforts. Our feedback mechanisms include informal and formal channels, consumer, family/carer, external provider, and staff surveys, and internal audit interviews. This feedback informs service development and improvement, policy refinement, and workforce training, ensuring our services remain responsive and inclusive.

An example of taking action on staff feedback is the development of three new modules of Mental Health training tailored for our workforce. The training includes Principles and Theory for Mental Health Support Work, Lived Experiences of Mental Distress and Neurodivergence and Practical Support Strategies. These modules were developed to build upon staff knowledge, confidence and capability to ensure that our services remain grounded in person-centred, trauma-informed and recovery-oriented practice.

Based on feedback received through the Living at ICLA endeavour, we launched the monthly consumer engagement program designed to foster connection, inclusion, and community engagement. This initiative has led to significant positive outcomes for our ICLA community, creating and building upon social connections, skill-building and community participation. One standout example is our SIL resident, Nathan, who has enjoyed the engagement program so much that he organised his own social outing to a museum in the city! He even called his peers to personally invite them. This is a testament to the significant progress he has made in building confidence and independence as part of the ICLA community, and a powerful example of how meaningful support can empower individuals to take initiative and actively participate in community life.



People & Culture: Living Our Purpose Every Day

This year marked a transformative chapter for our People & Culture team as we redefined our purpose and embedded a renewed sense of identity across the organisation. At the heart of this shift was a collaborative refresh of our Why – How – What, involving voices from across the organisation to reaffirm why we exist and to create thriving communities, connected individuals and meaningful change every day.

Our refreshed values now guide how we work, lead, and connect:

- We champion collaboration and celebrate our differences.
- We listen to learn, take action, and improve.
- We are brave and curious.

Through organisation-wide workshops, these values were made practical and woven into our daily work. They also shaped our reimagined Code of Conduct, aligning behaviour with our aspirations and reinforcing our shared commitment to person-centred, values-led care.

Our strategic ambition is also reflected in how we are building our workforce. This year, we created new Allied Health roles and introduced a Client and Services Engagement Manager position to strengthen our comprehensive service offering as well as our connection with the broader mental health sector. These roles are designed to enhance integrated care, increase sector collaboration, and ensure our service delivery remains responsive, relevant, and recovery focused.

Psychological safety continues to be a priority. Alongside mandatory online training for all staff, our leaders engaged in a tailored development journey, covering trauma-informed care, solution-oriented leadership, and models for safe, inclusive workplaces. This blend of internal and external facilitation supported practical, reflective learning.

Our Grow Approach – a flexible, purpose-driven goal setting and review process – completed its first full cycle. While it has already strengthened alignment between individual and organisational goals, we identified areas for improvement to better define job demands, enhance clarity and control, and tailor training to individual needs.

Diversity moved from policy to practice. Staff were invited to share personal stories, bringing life to the many experiences, backgrounds, and identities that make up our workforce. These stories deepened mutual understanding and connection, helping to build an inclusive culture rooted in empathy.

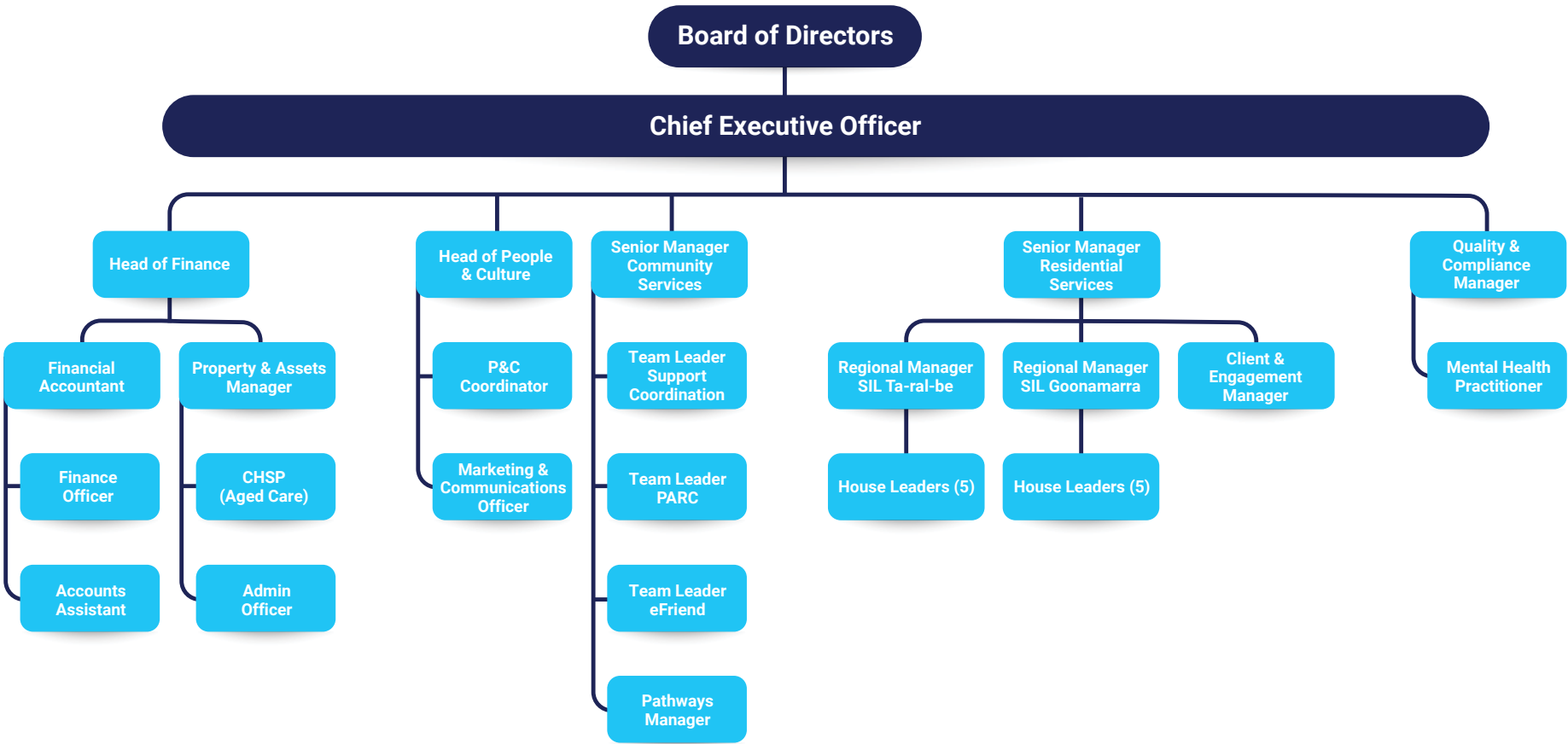
Our Voice Project asked: How do you want to be recognised? In response, our Executive Team committed to monthly “house visits” working onsite across locations to connect with staff who often work apart, at different times, in a 24/7 care model.

Finally, learning remains a central pillar. Our new Learning Management System (LMS) launched in 2024, consolidating training and enabling more targeted development. A strong focus on mental health topics – especially through internally developed content – ensures learning supports both professional growth and quality care delivery.

Our people are at the heart of everything we do. This year, we listened more deeply, learned more intentionally, and took bold steps to ensure our culture reflects our purpose.



Organisational Chart



Our Staff

127 Average number of staff

Current staff diversity

Non-English speaking background	30.7%
Born overseas	43.3%
LGBTQI+	11%
With disability	2.49%
Lived experience	22.8%
Aboriginal/TSI	0%
Non-binary/gender fluid	1.6%
Aged under 30	24.4%
Employed as Peer workers	9%



20% Staff turnover



Finance Report

The uncertainty surrounding the funding from NDIS for our consumers continues to have significant impact on our operations - to ensure we provide the level of care that is required for our consumers.

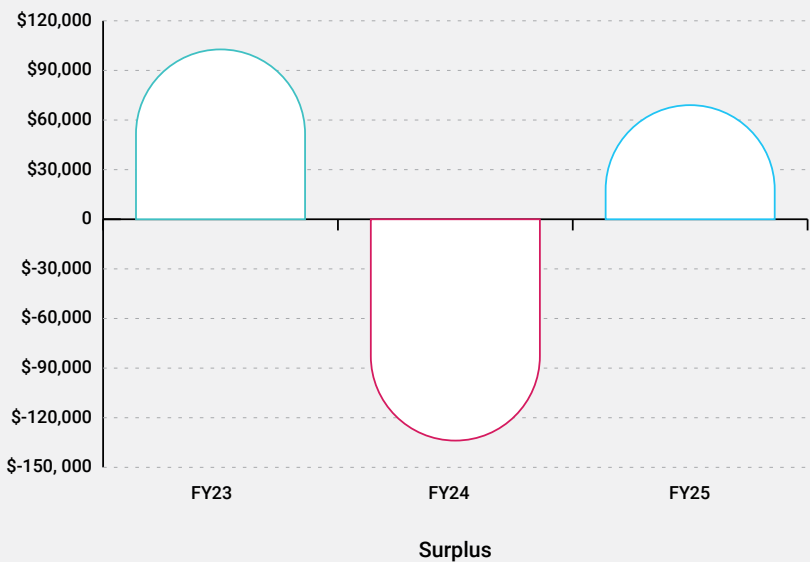
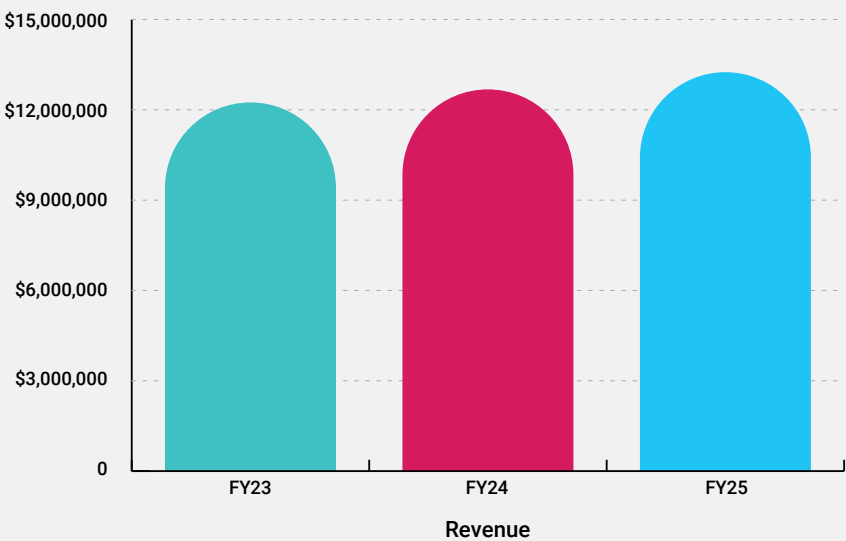
The funding did not keep up with the increase in the SCHADS award, the significant uplift in workers compensation premium experienced in our sector as well as the cost-of-living pressures that were prevalent during the year.

In 2025, ICLA continues to expand our operations footprint; we were successful in our application to become a CHSP provider for Aged Care as well as becoming a manager for Strathfield Council Affordable Housing Portfolio.

ICLA has worked hard in reining in our costs with non-wages expenses reducing by over 11% from the previous year despite cost-of-living pressures.

As a result, it is pleasing to report that ICLA managed to turn around the deficit in 2024 and make a modest surplus in 2025.

ICLA's full audited Financial Statements are available from the Australian Charities and Not-for-profits Commission at



Property & Assets

Our property portfolio remains unchanged from last year, but it has been a busy period for new ventures where the Property & Assets team played a vital role with dedicated support from Finance.

Beyond business as usual, key highlights include:

- **Entry into Aged Care Services:** ICLA secured \$544,710 to deliver services under the Commonwealth Home Support Program (CHSP) from Nov 2024 to June 2025. Despite late client access and navigating an entirely new program with minimal guidance, we served over three hundred clients across Sydney’s south-east, south-west, and inner-west regions.
- **Funding Renewal:** Based on the efficiency of our first-round delivery, ICLA successfully secured continued funding for 2025–2027.
- **Affordable Housing Contract:** In Nov 2024, ICLA won a contract from Strathfield Council to manage nine newly built Affordable Housing units at 7–9 Nipper St, Homebush. As required for NSW registered CHPs under strict ministerial guidelines, we tenanted all units within three months after reviewing 2,000 applications—underscoring the high demand for affordable housing.
- **Accessible Van Addition:** With funding from Randwick Council, a new accessible van was added to the ICLA fleet.
- **Solar Installation Grant:** We secured full funding from Waverley Council to install solar panels at 264 Bondi Rd (PARC).

Site	#Rooms	Suburb	Description
Anderton	4	Marrickville 2204	SIL Group Home
Bassett	4	Hurstville 2220	SIL Group Home (SDA)
Blair	12	North Bondi 2026	Block of 5 units (4x2 bedroom and 1x5 bedroom) for Transitional Housing
Bondi	9	Bondi 2026	Prevention and Recovery Centre (PARC)
Bourke	3	Queens Park 2022	Block of 2x3 bedroom units for Transitional Housing
Cathedral	8	Woolloomooloo 2011	2x4 bedroom Boarding Houses for Transitional Housing
Ferguson	4	Maroubra 2035	SIL Group Home
Flide	4	Caringbah 2229	SIL Group Home
Goodacre	3	Miranda 2228	SIL Group Home
High	4	Mascot 2020	SIL Group Home
Hunter	4	Strathfield 2135	SIL Group Home
Loch Maree	4	Maroubra 2035	SIL Group Home
Planhurst	3	Carlton 2218	SIL Group Home
Roscoe	12	Bondi Beach 2026	Block of 6x2 bedroom units for Transitional Housing
Searl	4	Petersham 2049	SIL Group Home
St Kilda 2	1	Woolloomooloo 2011	1 bedroom terrace for Transitional Housing
St Kilda 4	1	Woolloomooloo 2011	1 bedroom terrace for Transitional Housing
St Kilda 6	1	Woolloomooloo 2011	1 bedroom terrace for Transitional Housing
St. Kilda 4	1	Woolloomooloo	Transitional Studio Apartment
St. Kilda 6	1	Woolloomooloo	Transitional Studio Apartment



Our Partners & Supporters

ICLA would like to thank our supported and network. Specifically, ICLA partnership organisations has meant that we have achieved much better outcomes for the consumers and communities we serve. It has been a pleasure to work and partner with so many likeminded agencies and organisations.

Alex Greenwich – Member for Sydney
 Australians for Mental Health
 Australian Digital Health Agency
 Bank Australia
 Beaumont People
 Black Dog Institute
 Brain and Mind Centre – University of Sydney
 Brevity
 Central Eastern Sydney Primary Health Network (CESPHN)
 Centre for intellectual disability
 City of Sydney
 Commonwealth Bank
 CHIA – Community Housing Industry Association NSW
 DKO architects
 Empathia Pty Ltd
 For Purpose Alliance - FPA
 Flourish Australia
 Gamarada Universal Indigenous Resources (GUIR)
 Global Agency

Homes NSW
 Housing Australia
 Hume Community Housing
 Hymans Feitelberg Chartered Accountants
 Jason Yat-Sen Li – Member for Strathfield
 Lumary
 Macquarie University
 mcrIT
 Mental Health Australia
 Mental Health Coordinating Council
 MindGardens
 MindSpot & MindSpot GP
 National Disability Insurance Agency
 National Mental Health Commission
 NSW Health – Mental Health Branch
 NSW Mental Health Commission
 NSW Transcultural Mental Health Centre
 Pingala
 Prince of Wales Hospital

Proveda
 Reflect-If Executive Coaching
 Sparke Helmore Lawyers
 St George Housing
 St Vincent's Hospital Network
 STARTTS – Service for Treatment and Rehabilitation of Torture and trauma Survivors
 St George hospital
 Strathfield City Council
 Stride Mental Health
 Sydney Local Health District
 Southeastern Sydney Local Health District
 Sutherland HospitalTLC Nursing
 The MHS – Mental health Services National Conference
 The Commonwealth Department of Health
 Think Creative Agency
 University of Canberra
 University of Melbourne
 University of Sydney

WAPHA (Western Australia Primary Health Alliance)
 Westpac
 Western Sydney Local Health District
 Western Sydney University
 YourSide Australia

Special mention:

Janet Meagher AM, who continues to be ICLA patron and supporter has been awarded a lifetime member of ICLA. Her contribution, assistance and areas of expertise have enriched the strategic direction of ICLA.





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:



www.linkedin.com/company/3821063/admin/



www.facebook.com/independentcommunitylivingaustralia



[@everydaylifechanging](https://www.instagram.com/everydaylifechanging)



[@LivingAus](https://twitter.com/LivingAus)



ICLA

**Independent Community
Living Australia**
Everyday life changing

www.icla.org.au