



ANNUAL REPORT

2022 – 2023

Everyday life Changing: Helping people live independent lives since 1984

ACKNOWLEDGING COUNTRY 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.

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.

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

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.



"I created this painting design "Gadigal, Acknowledgement Respect" to acknowledge and honour the Gadigal people of the Eora Nation and to pay my respects to their Elders past and present. The central image is the Gadigal tree that was utilised by the Gadigal people for making spears shafts and obtaining resin to attach spear points to their spear shafts. In the painting are just a few animals and plants and shells that would have been in abundance in the Darling Harbour location, in the harbour waters, in the sea in Gadigal Country which was recorded in journals by the English." Jeffrey Samuels

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OUR

VISION

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

OUR

MISSION

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

OUR

PURPOSE

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

OUR

VALUES

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



WHAT WE DO

Provide innovative peer support

Champion psychosocial recovery

Create pathways, homes and communities

Improve connection, coordination and choice

WHO WE ARE + WHAT WE OFFER

Independent Community Living Australia is an experienced not for profit, community managed organisation with close to 40 years of history. Our core focus is to support people in need, with the ability to deliver personalised quality services and advocate for people who are marginalised, disadvantaged, and vulnerable in creating positive change.

We are a reputable NDIS (National Disability Insurance Scheme) accredited service provider, specialising in mental health, suicide prevention, homelessness, and psychosocial disability with a dedicated and strong lived experience peer workforce.

A key cultural ingredient of ICLA is to create hope and optimism to utilising the CHIME framework in supporting 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.



Our services are person-centered, 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 people at the centre of the service they receive.

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 you are on your recovery journey, ICLA can offer you support in a number of areas, including:

Homes and housing

Having somewhere safe to live is critical in stabilising mental health and supporting your recovery journey.

Peer Support programs

Provides an opportunity for you to connect with peer workers who have a lived experience of mental health recovery.

NDIS funded supports

Helps you access Supported Independent Living, NDIS Core Supports and Support Coordination.

Psychosocial recovery programs

Support you in your mental health recovery.

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

ICLA should look back at FY 23 with modest pride, I believe, for persistently providing and improving our services through covid and into the new normal. So please let me as Chair commend this annual report to you and thank all our clients, staff, funders, services providers and supporters for making it all possible.

Our indefatigable CEO Bill Campos has settled in firmly, built an excellent executive management team ("EMG"), brought forth a completion of our restructure of leadership of our SIL services along more rational home and region based lines, cemented several of our offerings and been at the helm as we've picked up yet another award for excellent service.

While NDIS funded SIL (supported independent living) is the most substantial contributor to our operations, it is far from alone.

Our portfolio includes our latest excellence award winner, PARC, our step up/ step down combined peer and clinical based service supporting people with complex mental health needs who require a transitional service from hospital to home in the South Eastern Sydney Local Health district region. Last year's award winner our eFriend digital support service based also on lived experience peers is finding new avenues, and our state funded Embark offering to help homeless people onto the NDIS both directly and through other organisations is expanding based on its continuing success, and our Pathway offering of shortish term homes for people has very substantially increased its occupancy rates as it has remoulded its offering, and finally our support coordination has also increased during the year.

All of our services are predominantly aimed at people who can benefit from psychosocial support and ICLA will expand as and where it can be sustainably helpful.

Our staff turnover has been steady despite quite a few departures during our restructure earlier in the year. Our board has been strong and stable. Our finances are sound, and our "business" aims to be sustainable for the years ahead for our people, clients, and staff alike.

As Bill writes below "cruising responsibly" was quite the ticket after the turmoil of several years of covid however unglamorous that may sound. In any case ICLA believes really in the glamour of "everyday life changing" for the people it serves

ICLA knows it's a people business and that its staff make or break the quality of its offering for its clients. To both groups go our greatest thanks – the clients who choose us and the staff who serve them so well.

That said the leadership team, and indeed my colleagues on the board, undoubtedly provide the backbone behind these operations. Behind us all is an army of consultants, auditors, funders, lawyers, advisers and other supporters that make it all possible year in and year out to cruise on with our evolving services.

We are very pleased also to be nominating at the forthcoming AGM for the award of a Life Membership for Janette Meagher. Janette has been a tireless advocate for a lifetime and a tremendous source of insight and support over the last few years for all of us at ICLA.

Thank you all.



And thank you, dear reader, for your interest in our annual report.
Please look ahead and enjoy the insights and detail on all of this.

With thanks,

Nigel Harvey
ICLA Chairperson

William (Bill) Campos

MESSAGE FROM THE CEO



This past year was an exciting and successful year with ICLA forming a clear direction for the future, cementing our place in the sector, and focusing on consumer, carers, and community care.

ICLA underwent a significant change management process with staffing, structural, and operational change all in preparation for the anticipated changes that a new government brings, both federal and state. With the proposed changes to health, mental health, disability (NDIS) and housing, has meant that ICLA is now well prepared.

These changes could not have been possible without the enormous contribution of our staff across all levels of the organisation. I am continually impressed by the culture and the dedication of our staff to maintain complete commitment to the care of our consumers and the pride in our services.

It is also important to highlight the contribution of our Board of directors who were at all times, supportive, and receptive to the challenges and demands placed on staff. They were aware of the wider sector changes and provided strong guidance and timely advice.

It was also important for our leadership teams to recognise, assist and support our staff and take time and reflect on these changes to take a rest from the fast pace of change. This was particularly important at the end of 2022 in the aftereffects of Covid. During this time people had as sense of relief, but emotionally exhausted.

These effects were also evident in the people and communities we support (and their carers). With new hybrid working arrangements meant that services now needed to adapt to a new routine of online and in person services, with staff flexibility and availability now a key factor. The Mental health and disability (or any care sector) showed signs of fatigue.

It was fitting then that we started in 2023 with an approach of **“cruising responsibly”**. Many of our staff was entering the new year with the tank “half full” and we needed to take time to refill. We needed to reflect, consolidate and support of our people and the communities we serve across all sites.

A key component of great service delivery is to develop a culture of care, at all levels within the organisation and I am thankful that the executive team was able to step up and to lead by example and with the relationships, we have with our networks. This included bringing the entire organisation together with all staff, the people we support and directors to enjoy time together as a community.

By the end of June 2023, we started to witness positive changes from these initiatives. This fits nicely with our tag line is **“everyday life changing”** to focus on supporting small changes every day, creates big opportunities and life changing transformations.

With dedicated teams, and a clear focus on consumer care by aligning our values to quality services we were able to remain focused on **Communities, connection, and care.**

Community

In 2022 we reached over 1700 individuals in need of care, across 21 sites in NSW and 7 key programs.

Over 80% of our services are delivered at 24 hours a day, 7 days a week, 365 days. ICLA invested heavily in our workforce, including training and development, increasing skills and expertise, providing stable and quality continuity care.

Credit must also go to our property and assets team (of 2) who have been able to continue to create home like environments in regions that can assist our consumers to develop a strong sense of community. This is a reflection on the deep commitment to supporting people in need and a place to call their own.

Connection

We have expanded and increased our connection to the various networks, across disability, mental health, and housing sectors.

We have formalised our network and tested our ability to appropriately engage with the wider public and respond the needs at a local level.

We have continued to deliver eFriend, our national online mental health lived experience peer work service that reached every state and territory in Australia, including rural and remote areas, across the lifespan and reaching diverse minority groups, with excellent outcomes, particularly after the impact of Covid.

This was a testament to our eFriend team, who were the recipient of the national mental health services award for Lived Experience leadership award 2022 www.themhs.org/award-winners/



Care

ICLA was nominated for the SESLHD (Southeastern Sydney Local Health District) district for service innovation for the Prevention and Recovery Centre in 2022 and again for service excellence in 2023.

This is a testament to the working relationship between ICLA and SESLHD

Our executive team has a strong regard for safety and quality in service delivery, with a unique focus on community building, partnerships, and collaboration. This is evident in our key programs with a focus on clinical, community and social services, with expertise in partnering with NSW Health - Local health districts and PHN's.

As we close the chapter on this financial year, thanks to the wonderful team and staff for continuing to deliver outstanding services and a wonderfully rewarding place to work in.

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 you are on your recovery journey, ICLA can offer you support in several areas, including:

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

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

NDIS funded supports to help you access Supported Independent Living, NDIS Core Supports and Support Coordination.

Psychosocial recovery programs to support you in your 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

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.

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 OF DIRECTORS

ICLA has committed board members with a dedication to supporting and strengthening the organisation into the future. The Board of directors has been pivotal in assisting and encouraging best practice in all that ICLA is involved in.

The directors have invested heavily in ICLA's mission and vision and upheld management to the highest of standards, effectively directing the ongoing operations of the agency in accordance with the strategic direction.

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	
Mark Spurr	2021 - Present	
John Della Bosca	2021 - Present	





ICLA EXECUTIVE STAFF



William (Bill) Campos

Chief Executive Officer

Robert Mattingly

Head of Finance

Zoe Blome

Senior manager – Community Services

Ranita Chatterjee

Quality Compliance & Systems Manager

Leah Croft

Senior Manager - Residential Services

Nina Von Stebut

Head of people and Culture

JOURNEY OF RECOVERY

ICLA recognizes the strength of our services by embracing the contribution of someone with a lived experience of mental health condition. This unique perspective is a cornerstone of good practice and allows a more familiar and personal approach to care for people who may be unwell.

A lived experience mental health workforce plays a crucial role in assisting individuals with complex mental health issues on their journey to recovery. The peer support workers, sharing their unique perspective and empathy allowing them to connect with and support those facing similar struggles in a way that traditional healthcare professionals may not always be able to achieve.

Peer support workers offer a sense of hope and empowerment to individuals with complex mental health issues. We serve as living examples that recovery is possible, demonstrating that one can not only manage but thrive despite their mental health challenges. This personal connection and shared experience can instil confidence in those receiving support, inspiring them to take the necessary steps toward their own recovery journey.

People with complex mental health issues often face stigma and discrimination, but peer support workers can relate to their experiences, reducing feelings of isolation and promoting self-acceptance. This practical wisdom can significantly enhance a person's ability to navigate the complex mental health system and make informed decisions about their care.

ICLA's collaborative approach, combining the expertise of traditional healthcare professionals with the unique insights of peer support workers, fosters a more holistic and effective approach to mental health care and contributes to improved outcomes for those on the path to recovery.

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

“

I want to make special reference to the eFriend [peer worker] I had. She was amazing and supportive. Through these tough times she was a voice of hope.

eFriend participant.



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, 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 2022 - 30 June 2023)

598,237



Reach (1 July 2022 - 30 June 2023)

2,733



Followers

Page Visits

1,659 569



Unique website visitors

21,725

OUR SERVICES + ACHIEVEMENTS



NDIS community participation support for our SIL Consumers

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.

ICLA supported 37 Consumers over the course of the year, providing care 24 Hours a day, 7 days week, 365 day of the year, across 11 homes around Sydney.

Highlights include:

- The successful implementation of a major restructuring of the house leadership within the program. This restructure has fostered an organised and sustainable service with clear lines of communication which is allowing for positive outcomes for staff and consumers.
- Welcoming four new consumers into the program and transitioning consumers from two houses to more appropriate dwellings.
- Opening the SIL home in Carlton, which has resulted in two successful placements of young adults with psychosocial disabilities.
- Consumers have been supported to work towards and reach goals particularly in their life skills, development goals along with their community activities. Examples of this include consumers accessing basketball and football games, attending theatres, consumers accessing relationship services and a consumer planning for, and getting a new animal.
- The SIL team have continued to ensure that our consumers have the 24/7 support they need and are expanding their experience in working with consumers from different properties with different support needs. This has included a heavy focus on recruitment of skilled and experienced staff reducing the need for agency workers therefore providing consistency of support to consumers.



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:



Pathways has grown to allow for another staff member to start with the program 4 days a week



Pathways received 171 enquiries/referrals during the past year

81%

Total percentage of current residents supported to gain access to housing register

23

Total number of new residents

21

Total number of people exiting into long-term accommodation

82%

Total occupancy rate



Number of properties - 8
(during the financial year)



Prevention and Recovery Centre (PARC) - Bondi

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

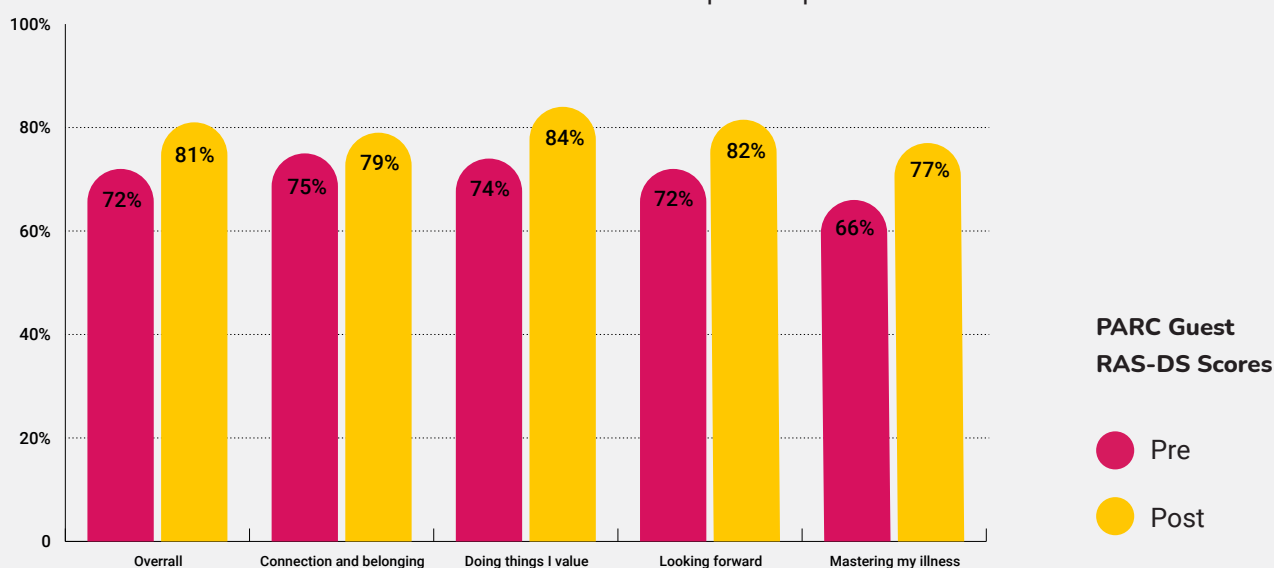
During this past year PARC received 96 referrals, of which 75% were for individuals stepping up from the community and 25% stepping down from hospital. 52 guests engaged in 59 stays. Guests were most aged between 45 and 54 and were evenly split between male and female. 8% of guests identified as LGBTIQ+ and 10% as Aboriginal.

Service delivery highlights included:

- NSW Health Minister Ryan Park (previously the shadow minister) was given a tour of PARC in November, with staff provided with the opportunity to highlight the success and impact of PARC ahead of the NSW State Election.
- PARC was highlighted in MHCC's 'Shifting the Balance: Investment priorities for mental health in NSW' report as an example of a best practice model to be prioritized by government in expanding community mental health services in NSW.



- PARC was recognised with multiple awards and nominations, including:
 - Highly commended at the SESLHD Core Awards in the 'Transforming Patient Experience' category
 - Our PARC Clinical Nurse Consultant Chloe Clogher also a finalist in the 'Rising Star' category.
 - Winning the Excellence in Community Service Delivery Award at the CESPAN Primary Health Awards.
- A short promotional video for PARC was launched on YouTube and ICLA's website, providing prospective guests with a virtual impression of what to expect and to help them decide if a stay at PARC is right for them. [Watch it here.](#)
- PARC implemented new post-stay Guest Satisfaction Surveys, along with the Recovery Assessment Scale (RAS-DS) as a pre and post outcome measure of guest wellbeing. 75% of respondents mentioned the support from staff in their answers to the question "What did you like most about Bondi PARC?" and 58% of respondents answered nothing or little when asked "What could be improved about Bondi PARC?" An average 9% improvement was observed between pre and post RAS-DS scores.





Support Coordination

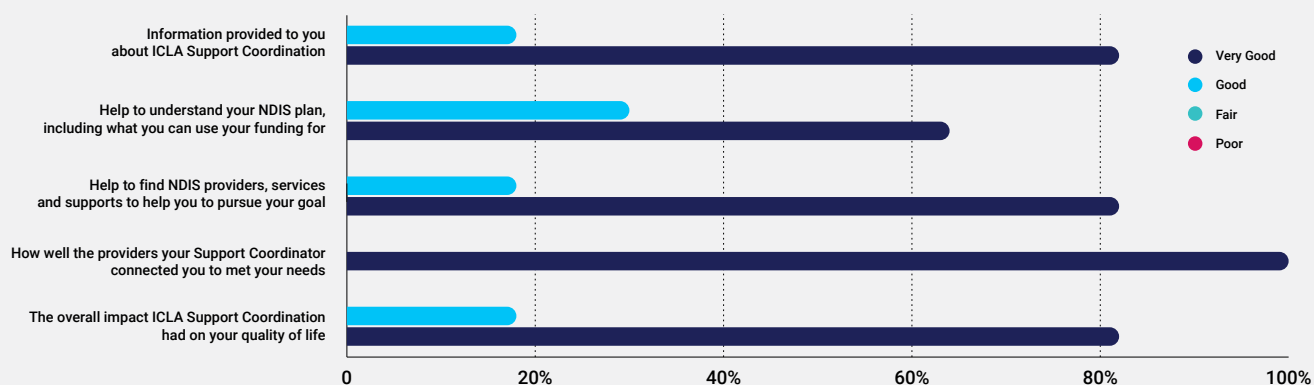
ICLA's Support Coordination team assists NDIS participants to build their capacity to understand and implement their NDIS plans. The team provides support to people who live in our SIL properties, our Pathways program, and the broader community.

Highlights last year included:

- ICLA successfully implemented the Support Coordination (Business Development Plan, growing ICLA's NDIS business by capitalising on our strong reputation and consistent rate of referrals.

- The team was expanded to include two full-time Support Coordinators and one Team Leader, significantly increasing the total number of people supported.
- The team received 72 enquiries, including 27 new referrals.
- A new Consumer Satisfaction Survey was developed and implemented, and initial results demonstrate positive consumer experiences, with 89% of respondents indicating the highest rating level across all questions.

Support Coordination Consumer Satisfaction Survey



Embark

Embark is an outreach program supporting people experiencing homelessness and psychosocial disability to access the NDIS.

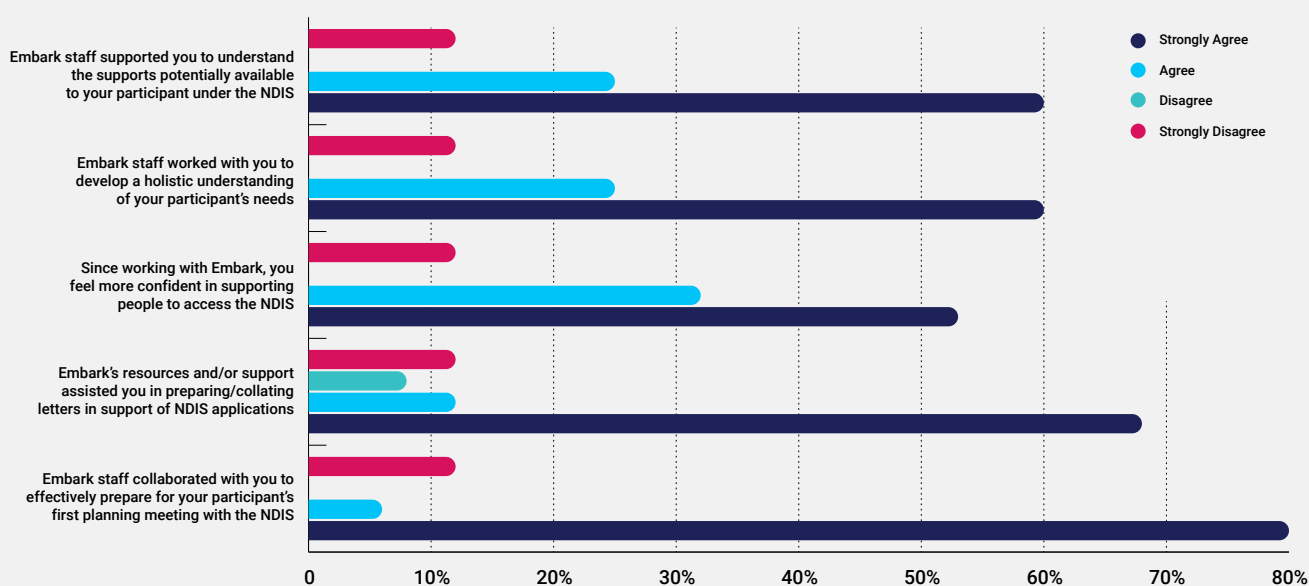
Embark consists of two streams, Embark Access (supporting individuals and their support networks to prepare and submit successful NDIS applications) and Embark Upskill (supporting to sector to build their capacity to support individuals with NDIS applications through workshops and webinars).

Highlights this year have included:

- Embark Access received a significant increase in referral numbers, 219 enquiries.
- The team supported 88 individuals to prepare and submit their NDIS application, with 88% of all Embark Access applications approved by the agency.
- 69 individuals were supported at their first planning meeting and 60 supported establishing their first NDIS supports.

- 78 organisations and 180 individuals were supported to build their capacity to assist others to access the NDIS through Embark Upskill workshops and webinars.
- Based on the program's strong results and high levels of demand, Embark has been extended to the end of FY24 and funding increased, to expand the team's successful record of accomplishment for building the capacity of the sector and providing individual support to assist people to access the NDIS.
- Embark developed and implemented two satisfactions surveys for Embark Access, one directed at participants and the other at referrers. To support continuous quality improvement. The feedback received was incredibly positive and provided the team with opportunities to focus on areas of improvement for the service. Consistent with the service model, more instances of referrer feedback were received compared with participant instances.

Embark Referrer Satisfaction Survey





ICLA

eFriend
virtual peer support

eFriend

eFriend is ICLA's virtual peer support service, offering up to 15 phone or video sessions to anyone 18+ in Australia feeling down, stressed, lonely, isolated, or worried.

The program is unique in that unlike other virtual support services, participants can speak with the same peer support worker each session, allowing them to build stronger trust and rapport and to avoid having to repeat their story over and over. eFriend has been running since 2020, funded by the Australian Department of Health.

eFriend was recognised a TheMHS Award in the 'Lived Experience Leadership' category at the 2022 TheMHS Awards. The Lived Experience Leadership category recognizes those making a difference with and for consumers and carers throughout Australia and New Zealand:

“

“This virtual service is well executed, effective and helpful for consumers impacted by isolation and restrictions during a difficult time. With a clear prioritisation of lived experience and diversity, this network makes a significant contribution towards supporting mental health recovery within a peer support framework.”

The MHS Awards

eFriend ran a pilot program in partnership with Mindspot GP (General Practitioner) aiming to provide preliminary evidence on the feasibility and potential effectiveness of offering peer support services as an adjunct to clinical care. 13 Mindspot referrals were received over the course of the trial and participant feedback was positive.

Other highlights this year include:



Supported over 212 individuals across Australia through the delivery of 1681 peer support sessions



An average of 147 calls were booked and 88 calls completed per month

Developed and implemented a new Consumer Satisfaction Survey and Pre and Post Program outcome measure with initial results demonstrating positive consumer experiences and outcomes:

85%

Improvement in overall Post Program Survey scores observed compared with Pre-Program Survey scores

20%

Overall Consumer Satisfaction Surveys had an average score of 85%



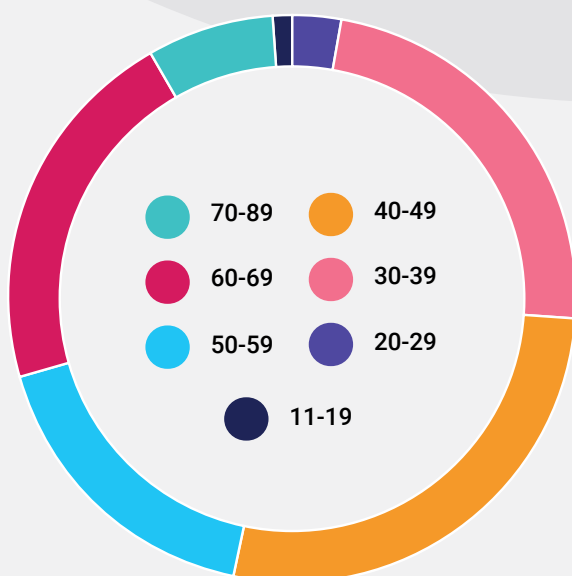
Strong social media engagement
4500 Facebook interactions per month

80%

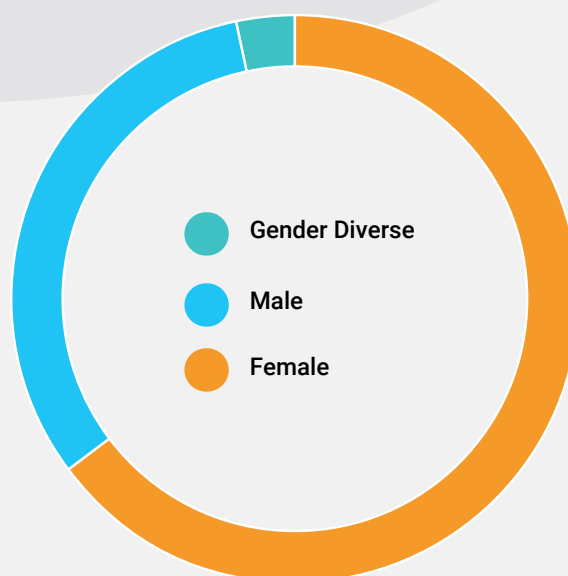
Service is open Mondays to Fridays
9am to 8pm with an 80% utilisation rate



eFriend increased its focus on supporting people with lived experience of suicidal ideation and complex needs



AGE



GENDER

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

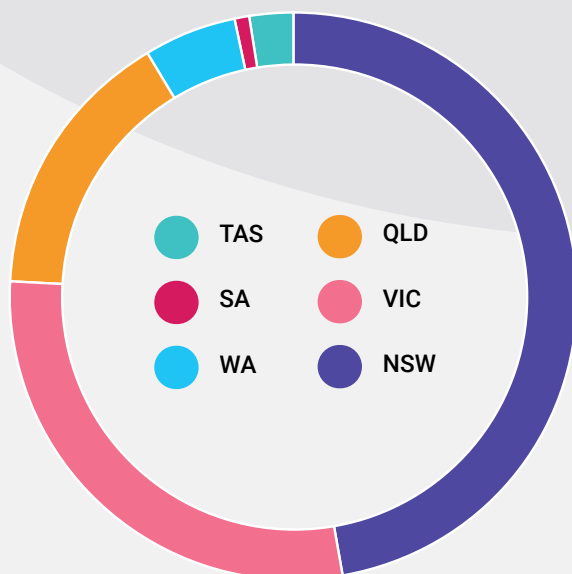
24% of participants identified as CALD (Culturally and Linguistically Diverse)

7% of participants were born in a country other than Australia

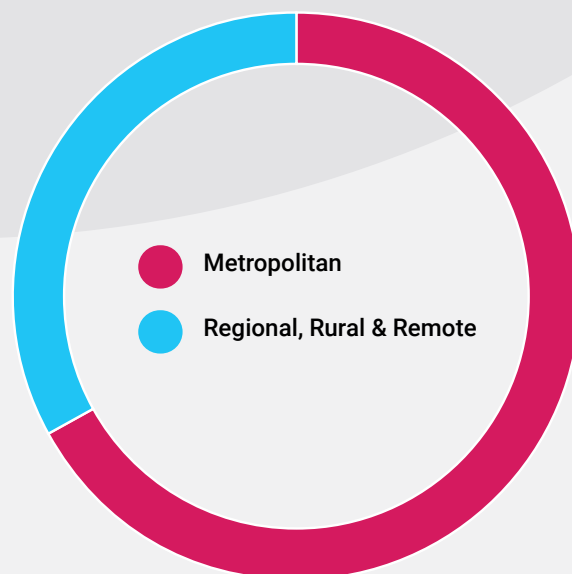
4% of participants speaking a language other than English at home

7% of participants identified as Aboriginal

17% of participants identified as LGBTIQ+



STATE



LOCATION

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



PEOPLE + CULTURE

ICLA went through a major restructure in August 2022 with new roles and responsibilities created in the Residential Services Department. With this restructure, we were aiming at further strengthening outcomes and the quality we provide working with our consumers, with a clear focus on consumer voice, choice, and control.

The new House Leader roles created further opportunities for internal development, consolidating responsibilities and oversight for each house as well as leadership for the respective teams. The enhanced people focus enables us to ensure continuity of care and best consumer outcomes. With the Regional Manager roles, we have established another layer of quality assurance and outcome measurement, strengthened consumer intake as well as ensuring learning is shared between houses facilitating ongoing improvements and consistent best practise in our service delivery.

Working with our people towards stabilising this novel approach, providing targeted learning and development for them to confidently manage the change, was in the centre of P&C activities over the past months. In addition, this included a focus on wellbeing of all staff and providing the tools and support for all staff to manoeuvre a challenging environment. We moved to a new Employee Assistance Program offering a range of preventative wellbeing tools and measures in addition to traditional counselling. Those include information on self-care, positive coping strategies, and resilience together with signs and symptoms of mental health conditions and other risk factors.

At ICLA, we also believe that psychological safety is a key factor for a healthy and productive culture. We therefore exchanged job descriptions with targeted job profiles to improve role clarity. Also, we are currently implementing a new and nimble performance

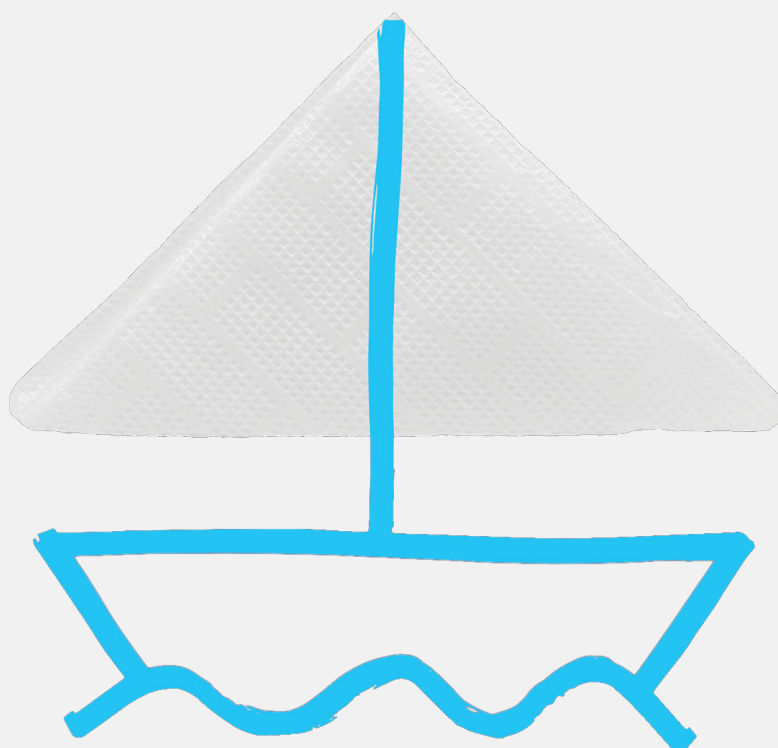
management approach to complement Position Profiles, translating broader responsibilities into tasks, and creating clarity between staff and managers about day-to-day expectations. This includes how we shape our culture based on our ICLA values of Respect for all, Integrity in what we do, Results for those we serve and Accountability for all we do. Training and development will continue to be a focus, building on the foundations which were laid in the recent months, especially in the leadership area.

Together with the WHS (Work Health Safety) Committee, in charge of monitoring our approaches to ensure staff safety and supporting continuous improvement, and our re-energised Social Committee, championing activities to create connection in and beyond teams and with consumers, we feel well equipped to run smooth operations as well as adding some fun to our day-to-day activities, e.g., by spending quality and fun time together virtually or in person. All these actions are in response to feedback we received from our staff, through feedback sources such as our annual employment engagement survey.

Based on their feedback, our internal communication approach was revamped and different formats, such as meetings and newsletters allow our staff to receive information in the way that works best for them.

On the operational side, the change of our HR Management System, from a highly customisable but complex, to a simpler and easier to use platform, was launched in September 2023. Operational people management tasks are now as accessible and seamless as possible, while enhancing the employee experience from recruitment throughout the whole employee life cycle with ICLA. Partnering with this new platform allowed us to access a competitive benefit offering for our staff, comparable with what big organisations can provide.

On a sector level, the People & Culture team works with dedicated Mental Health community groups, such as MHCC (Mental Health Coordinating Council). This shapes our understanding and connection with the sector to deliver best approaches and making everyday life changing for our staff and our consumers.



ICLA ORGANISATION CHART





130 Average number of staff

Current staff diversity

Non-English speaking background	46%
Born overseas	20%
LGBTQI+	15%
With disability	2%
Lived experience	28%
Aboriginal/TSI	2%
Non-binary/gender fluid	2%
Aged under 30	30%



25% Staff turnover

QUALITY, COMPLIANCE AND SYSTEMS

2022 was a transformative year for ICLA as we embarked on a journey of growth and innovation across the entire organisation. We have dedicated a strong focus in various arenas with the universal goal of continuous improvement of procedures and processes for our hard-working team to assist them in providing world-class quality and compliant services that deliver enriched experiences for our consumers.

SIL Restructure & Policy Refinement

The SIL restructuring project is one significant example of this transformation, which has allowed ICLA to unify our strengths and become a stronger organisation as a result. We are already seeing the benefits of this restructuring, with the harmonisation and refinement of policies and a stronger focus on collaboration. Through the dedicated efforts of our team, we can now proudly present a comprehensive set of policies and procedures based on best practices and administered across every facet of our organisation.

Our transformation focus has now shifted towards our business operations and the systems that underpin them, which will deliver additional opportunities for improvement in the future as we continue our journey.

NDIS Mid-term Audit

In November 2022, ICLA underwent a mid-term audit as part of its commitment to maintaining the NDIS Practice Standards certification.

The audit had a dual focus:

1. Assessment of ICLA's effective execution of services for NDIS participants
2. Evaluation of the organisation's continued alignment with the comprehensive requirements of the NDIS Practice Standards and Quality Indicators.

ICLA successfully passed the audit. The audit not only showcased ICLA's commitment to quality but also provided a valuable opportunity for self-reflection, allowing us to scrutinise our operations and identify potential areas for improvement.

National Regulatory System Community Housing Assessment

In May 2023, ICLA successfully ensured ongoing compliance with the National Regulatory Code (NRC) through a standard compliance assessment. ICLA was assessed against 7 Performance Outcomes and successfully passed the audit without any non-conformances.

Preparing for our NDIS Registration Renewal

As a Registered NDIS Provider, ICLA is required to renew our NDIS registration every 3 years. As part of the renewal process, ICLA will complete an external audit with an approved quality auditor in May 2024. In preparation for the audit, ICLA is streamlining our documentation process to ensure we have sufficient supporting documentation that is being used effectively which not only provides evidence that our supports and processes meet the NDIS Practice Standards but also creates a foundation for best practice and continuous improvement.

NSMHS (National Standards for Mental Health Services) Accreditation

ICLA is taking a significant step forward this year by aiming for accreditation in accordance with the National Standards for Mental Health Services (NSMHS). Our dedicated team is currently hard at work, actively integrating these standards across all aspects of our organisation.

The NSMHS Standards are all about achieving results that matter. They shine a spotlight on human rights, dignity, and empowerment, encapsulating the best practices for those in the field of mental health services. As we work towards accreditation, we are embracing these outcome-oriented standards to ensure that our services not only meet but exceed expectations.

Our consumer's well-being is our priority, and we are excited to elevate our services to new heights with the NSMHS Standards guiding the way.

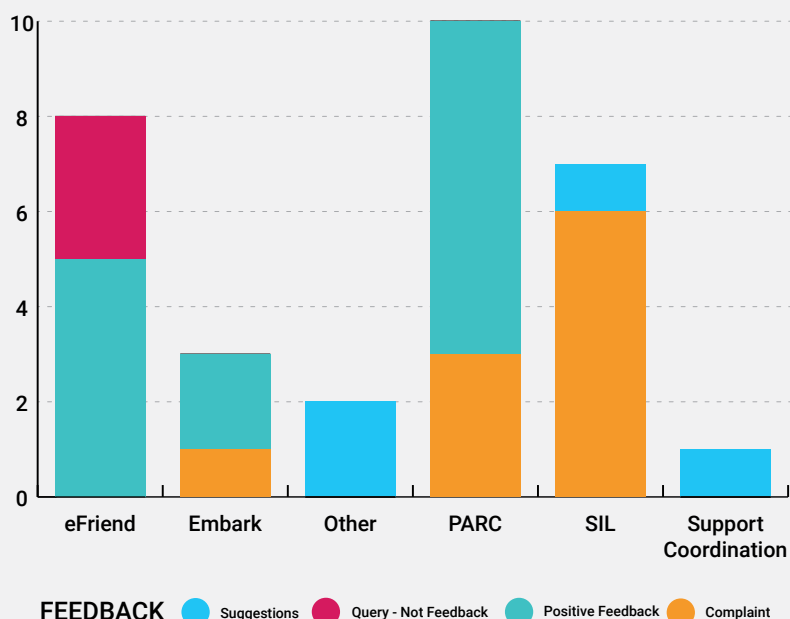
Our Ongoing Focus on Feedback

ICLA places immense value on consumer feedback, recognising it as a pivotal catalyst that enables the continuous improvement of best practices.

Throughout this fiscal year, we have wholeheartedly embraced 31 instances of consumer feedback. These valuable insights have served as compass points, guiding us towards refining and optimising our services and operational processes.

By actively engaging with and heeding the perspectives of our consumers, we demonstrate our commitment to aligning our services to their preferences and fostering a dynamic environment of continuous improvement. Each piece of feedback received has been treated as a stepping stone, paving the way for us to enhance our service delivery, streamline our procedures, and raise the bar for the quality of the experiences we provide.

ICLA's receptiveness to consumer feedback underscores our dedication to building a symbiotic relationship with those we serve. As we continue to garner feedback and apply its wisdom to our operations, we aim to forge a path of responsive and adaptive evolution, ensuring that our services remain aligned with the evolving needs and expectations of our valued consumers.



FINANCIAL STATEMENTS

FY23 was anticipated to be a challenging year financially for ICLA, as all the organisational changes started in the previous year were consolidated. However, partly due to the change in the Federal government in early 2022 and their increased support for the NDIS, but due to the efforts of ICLA's dedicated staff, we made a surplus for the year to June 2023.

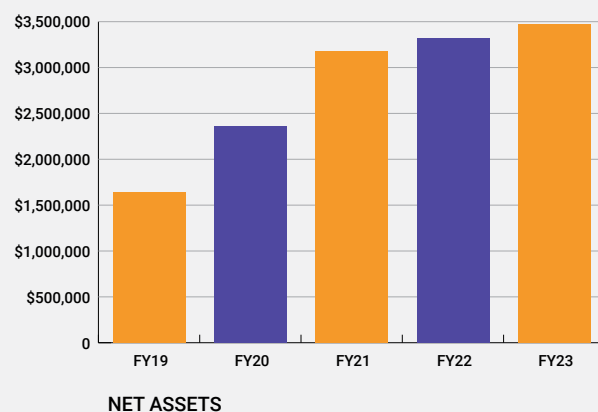
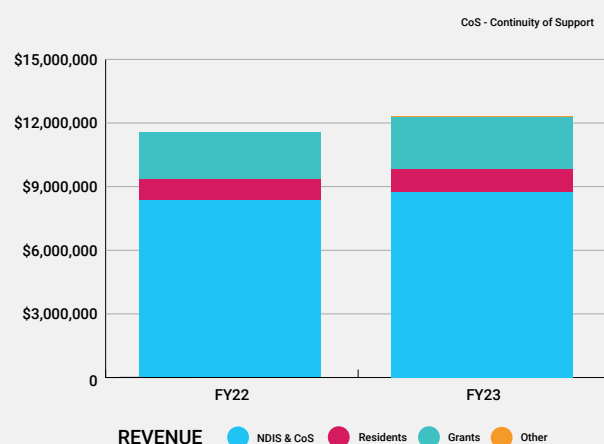
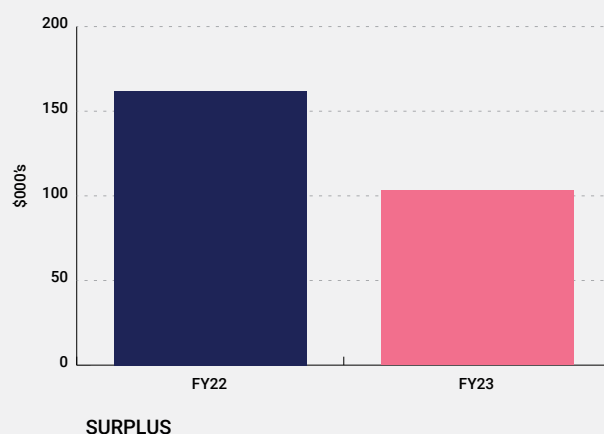
Staff costs increased due to increases in award rates and roster reviews to ensure that SIL residents continue to receive the support they need, based on changes to their NDIS plans. There were also significant increases in property related costs. However, it was very pleasing that overheads were only 17.2% of revenue – less than the previous year and well below the historical average – meaning that more resources can be spent on programs and our consumers.

ICLA is exposed to the rise in inflation and the dramatic increase in interest rates. However, steps were taken to mitigate this during the year, including pre-purchasing some items to lock in rates and re-financing to enable us to reduce loan interest to effectively zero by offsetting loans and cash balances.

Net assets increased slightly during the year due to the small surplus 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



Although the overall number of properties did not change, June 2023 was a busy year for the Property & Assets team.

Highlights included:

- moving two SIL households into new accommodation with better communal space and improved facilities
- re-furnishing some of our Pathway's properties to enable us to provide transitional accommodation to an additional 12 people at risk of homelessness
- the purchase of ICLA's first vehicle specifically adapted to transport people with physical disabilities
- successful completion of bi-annual National Regulatory System for Community Housing audit
- ongoing work to ensure ICLA continues to comply with changing regulatory requirements



Residence	#Beds	Suburb	Description
1. Anderton	4	Marrickville	SIL Home
2. Avoca Loch Maree	3 4	Randwick Maroubra	SIL Home Relocation in 2022
3. Bassett	5	Hurstville	SIL 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	Ashfield	SIL Home Relocation in 2023
10. Flide	3	Caringbah	SIL Home
11. Ferguson	4	Maroubra	SIL Home
12. Goodacre	4	Miranda	SIL Home
13. High	5	Mascot	SIL Home
15. Planthurst	4	Carlton	SIL Home
16. Robinson Hunter	3	Belfield Strathfield	SIL Home
17. Roscoe	12	Bondi	ICLP - Block of 12x2 BR units
18. Searl	4	Petersham	SIL Home
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

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.

Southeastern Sydney Local Health District

Sydney Local Health District

University of Sydney

Western Sydney University

University of Melbourne

National Disability Insurance Agency

The Commonwealth Department of Health

The NSW Ministry of Health

Sparke Helmore Lawyers

Black Dog Institute

National Mental Health Commission

Mental Health Australia

NSW Mental Health Commission

Mental Health Coordinating Council

City of Sydney

Australian Digital Health Agency

Central Eastern Sydney Primary Health Network (CESPHN)

Western Sydney Local Health District

Transcultural Mental Health Centre

GUIR - Gamarada Universal Indigenous Resources

MindSpot & MindSpot GP

Bank Australia

Westpac

Commonwealth Bank

Hymans Feitelberg Lawyers

NSW Land and Housing Corporation

Western Australia Primary Health Alliance (WAPHA)

Australians for Mental Health

St Vincent's Hospital Network



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.

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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Independent Community
Living Australia
Everyday life changing

WWW.ICLA.ORG.AU