

Annual Report 2026

40 Years of Everyday Life Changing

ICLA Independent Community Living Australia
Everyday life changing

A message from the Chair

Celebrating our history while building the next chapter



The term VUCA, meaning volatile, uncertain, complex and ambiguous, aptly describes the challenging environment in which ICLA and many community service organisations currently operate.

Funding uncertainty, particularly with the NDIS, housing affordability, rising operational costs, workforce pressures, and broader economic and social challenges continue to test the resilience of the sector. Despite these conditions, I am pleased to report that ICLA had a solid year and is in good shape to respond to the challenges and opportunities in this dynamic environment.

During the year, the Board and Management reviewed our 2025–2028 Strategic Plan and reaffirmed our four strategic priorities: Thriving People, Exceptional Care; Independence, Choice and Connection; Expanding Our Reach, Amplifying Our Impact; Technology with a Human Touch. These priorities continue to guide our work and ensure we remain focused on delivering meaningful outcomes for the people and communities we support.

I thank our CEO, Bill Campos, the Executive Management Group, and all staff for their dedication, professionalism, and commitment to our participants. Their ability to implement our strategy while embodying our values of collaboration, continuous improvement, and being brave and curious has been instrumental to our success.

Several important achievements marked the year. We refreshed our organisational structure to better respond to changing market conditions while maintaining positive staff engagement outcomes. We reviewed our service offerings in response to funding reforms, concluding the eFriend and Embark programs, while continuing to grow our Aged Care and Support at Home services. Pleasingly, funding for our PARC program has been secured through to 2031, and we continue to explore opportunities to strengthen and expand our service footprint, including the future redevelopment of our Cathedral Street site.

ICLA remains committed to increasing its impact through both organic growth and strategic partnerships.

We continued to strengthen our relationships with health services, community organisations, and government partners, building on our recognised expertise in psychological support and housing.

In a challenging environment where many organisations across the sector are experiencing significant financial distress, ICLA achieved a modest financial surplus reflecting disciplined financial management and a focus on responsible operational efficiency.

I was honoured to be elected Chair in July and thank Nigel Harvey for his outstanding leadership as Chair over the past decade. Fortunately, his valued skills and experience will be retained as he will continue as a director. I extend my thanks to our Directors and Board Committee Chairs and members for their commitment to strong governance, prudent oversight, best practice governance and effective risk management.

During the year, the Board undertook a performance review and refreshed its skills matrix to inform Director recruitment and strengthen our governance capability.

As we celebrate ICLA's 40th anniversary, we reflect with gratitude on the many people who have contributed to our journey. To our participants, families, staff, directors, advisors, funders, and supporters, thank you for your trust, commitment, and partnership. Together, we have helped create thriving communities, connected individuals, and meaningful change.

ICLA can be justifiably proud of its contribution to a better society over the past 40 years, and we look forward to continuing this important work into the future.

Mark Spurr - Chair

> ***ICLA can be justifiably proud of its contribution to a better society over the past 40 years.***

A message from the CEO

Celebrating our history while building the next chapter



> ***Forty years is an opportunity to celebrate our history and reflect on our future.***

As I reflect on FY2025-26, I can genuinely say this has been one of the most significant years in ICLA's history and certainly the most significant since I joined the organisation in 2021.

This year marks our extraordinary 40th anniversary. From humble beginnings in 1986, when a small group of passionate people came together to support individuals at risk of homelessness and social exclusion, ICLA has grown into a diverse and respected organisation supporting people across mental health, psychosocial disability, housing, homelessness, aged care and community services.

Forty years is an opportunity to celebrate our history and reflect on our future. It also reminds us of our responsibility to ensure ICLA remains relevant, sustainable and innovative for the next forty years.

Turning Strategy into Action

Our Strategic Plan 2025-2028 is built around four priorities: Thriving People, Exceptional Care; Independence, Choice and Connection; Expanding Our Reach, Amplifying Our Impact; Technology with a Human Touch. This year, we strengthened workforce and leadership capability, expanded services, embraced new technologies and deepened person-centred and recovery-oriented practice. Most importantly, we continued to place people at the centre of every decision.

Expanding Services and Impact

Mental health, psychosocial disability, housing and Supported Independent Living remain central to our mission. We also expanded aged care capability and prepared for Support at Home, strengthened housing and accommodation, progressed development opportunities, expanded allied health and capacity-building services, and explored integrated in-home supports. People deserve seamless support across housing, health, disability and ageing, rather than fragmented systems.

Creating Better Homes and Communities

Housing remains one of the most critical determinants of wellbeing. ICLA progressed the Cathedral Street redevelopment through the NHIF-CT funding pathway and continued planning for accommodation, home modifications and future developments. Our aim is to create homes where people experience safety, belonging, recovery, connection and independence.

Advocacy, Partnerships and Governance

ICLA contributed to consultations, policy reform and government reviews across mental health, disability, housing and aged care, while strengthening partnerships across government, health, research, housing and community sectors. This year also marked a Board transition, with Mark Spurr appointed Chair from July 2026. I thank outgoing Chair Nigel Harvey for his leadership, expertise and stewardship in helping ICLA remain strong, accountable and focused on its long-term mission.

To Our People

None of these achievements would be possible without our staff. Across homes, offices, communities and virtual platforms, our people demonstrate compassion, professionalism and an unwavering commitment to those we support. Whether helping someone find stable housing, supporting mental health recovery, assisting an older person to remain independent at home, or walking alongside someone navigating the NDIS, our staff embody what Everyday Life Changing truly means.

Looking Ahead

Housing affordability, growing demand for mental health support, major disability and aged care reform, and workforce pressures remain significant. Yet I am confident in ICLA's future. We have a clear strategy, a dedicated workforce, a committed Board, strong partnerships and a community that believes deeply in our work. We will continue to innovate, advocate and grow so more people can experience independence, connection, recovery and hope.

Thank you to our staff, Board, partners, families, carers and the thousands of people who have trusted ICLA throughout our forty-year journey. Together, we are building thriving communities, connected lives and meaningful change every day.

William (Bill) Campos - Chief Executive Officer



ICLA at a glance

A snapshot of people, care, workforce and reach over the financial year

Our Year 2025/26

755
people supported across all programs over the financial year

123
people receiving 24/7 support

1,000,000+
hours of direct client support

116
employees

40
years of community impact

100+
network partners, supporters and affiliations

Turning ambition into action

Strategic Plan 2025-2028

Thriving People, Exceptional Care

- Strengthened quality, safeguarding and workforce capability.
- Improved incident and medication governance.

Independence, Choice and Connection

- Supported people to pursue goals, relationships and community participation.
- Improved housing stability and transitions.

Expanding Our Reach, Amplifying Our Impact

- Expanded aged care, allied health, housing and in-home support capability.
- Deepened referral and sector partnerships.

Technology with a Human Touch

- Strengthened ethical AI and digital governance.
- Used technology to improve access, controls and service delivery.

Mental health and disability impact

Recovery-oriented support, stronger pathways and greater choice

Services & engagement

87
PARC referrals

88%
highest ratings across core PARC experience measures

42
PARC guests

52
people supported through Coordination of Support

52
PARC stays

32
people supported across 9 SIL homes at year end

Top achievements

- Established ICLA's first dedicated Network Engagement Coordinator.
- Strengthened person-centred SIL outcomes and transitions.
- Secured PARC funding through to 2031.

Community impact

- More responsive referral and intake pathways.
- Greater independence, choice and community participation.
- Long-term continuity of recovery-oriented PARC support.

Challenges

- Increasing complexity of participant needs.
- Sector reforms increasing pressure on the stability and viability of community services.
- Limited suitable housing and specialist workforce pressures.

FY2027 priorities

- Expand aged care services.
- Continue expanding our housing portfolio, with a focus on redevelopment and acquisition.
- Strengthen network and NSW Health referral partnerships.



The eFriend legacy

After five years of delivering innovative, lived experience-led digital mental health support, the eFriend service concluded in January 2026. During its operation, eFriend made a significant contribution to the sector, including receiving a lived experience award in 2023 and partnering with MindSpot to expand access to support. Its closure reflects changing technologies and service delivery models rather than the quality of the service or the dedication of its team.

While this chapter has come to an end, ICLA remains committed to exploring new digital mental health initiatives and is developing several pilot programs that will build on the expertise and lessons of eFriend. We extend our sincere thanks to the entire eFriend team for their outstanding commitment, professionalism and unwavering support of consumers, stakeholders and the broader mental health sector.

The eFriend Legacy

eFriend concluded in January 2026 after six years of accessible, peer-led virtual support and lived-experience leadership.

1200+	8300+	20+	4
people supported	calls	lived-experience staff	partnerships



> **This program develops the whole person, the holistic person. It takes you out of yourself, shows you how to socialise, it gives you someone you can talk to and be honest with, telling them exactly how you feel. There's an openness and honesty about it.**

Safe homes, sustainable assets and support at home

Improving stability today while building capability for tomorrow

Housing, assets & aged care

7
new PATHWAYS residents

$800k
CHSP funding secured

9
transitions to permanent housing

$136k+
green energy-performance funding

9
affordable housing tenancies renewed

27
property upgrades funded

Top achievements

- Improved housing stability across affordable and transitional housing.
- Secured a partnership with Housing Australia and Homes NSW to redevelop key properties within the ICLA portfolio.
- Progressed energy-efficiency upgrades across ICLA properties.

Community impact

- Safer, more stable and independent living.
- Trusted in-home aged care supporting independence.
- More comfortable and efficient homes.

Challenges

- Housing availability and affordability.
- Aged care reform and workforce readiness.
- Rising property and construction costs.

FY2027 priorities

- Secure SIL homes in areas of demand.
- Prepare for Support at Home.
- Progress Woolloomooloo redevelopment and asset sustainability.



Finding the right home

Noel moved from a high-needs setting into a home better aligned with his needs, family connection and independence. A flexible onboarding process prioritised compatibility and the opportunity to thrive, rather than simply filling a vacancy.

Outcome: stronger family connection, growing independence, new relationships and greater community access.

A capable, connected workforce

Investing in leadership, learning, wellbeing and engagement

People & culture

116
employees across NSW

81%
staff retention

89%
staff development and training completed

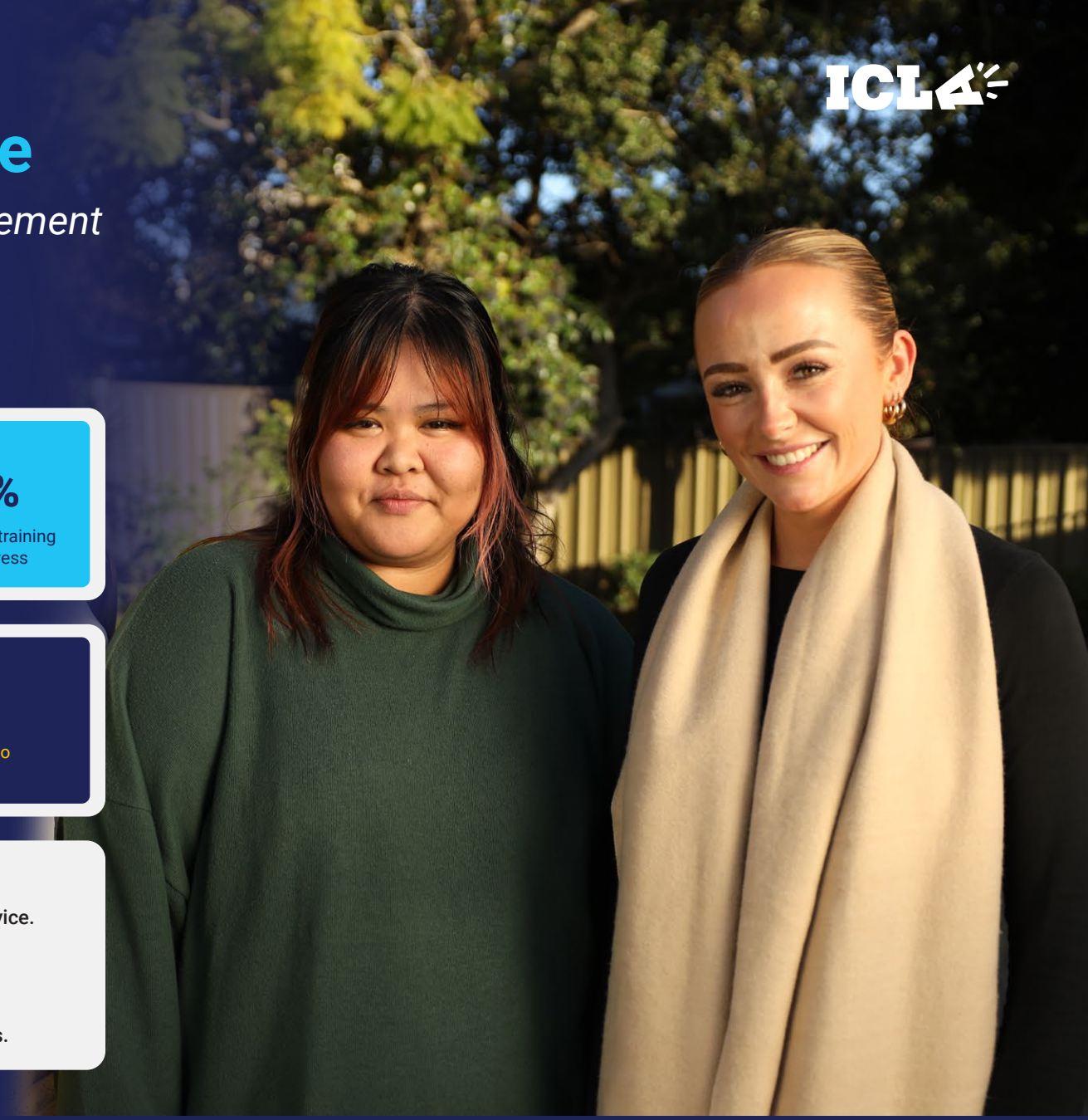
5%
mandatory training in progress

176,547
LinkedIn impressions

15.5%
LinkedIn engagement rate, contributing to increased recruitment applications.

FY2026 highlights

- The leadership cohort has an average tenure of 4.1 years, 35% of leaders have more than 5 years' service.
- Delivered structured leadership development and targeted face-to-face learning.
- Strengthened connection through wellbeing, recognition and staff engagement activities.
- Maintained strong workforce focus while responding to specialist recruitment and retention pressures.



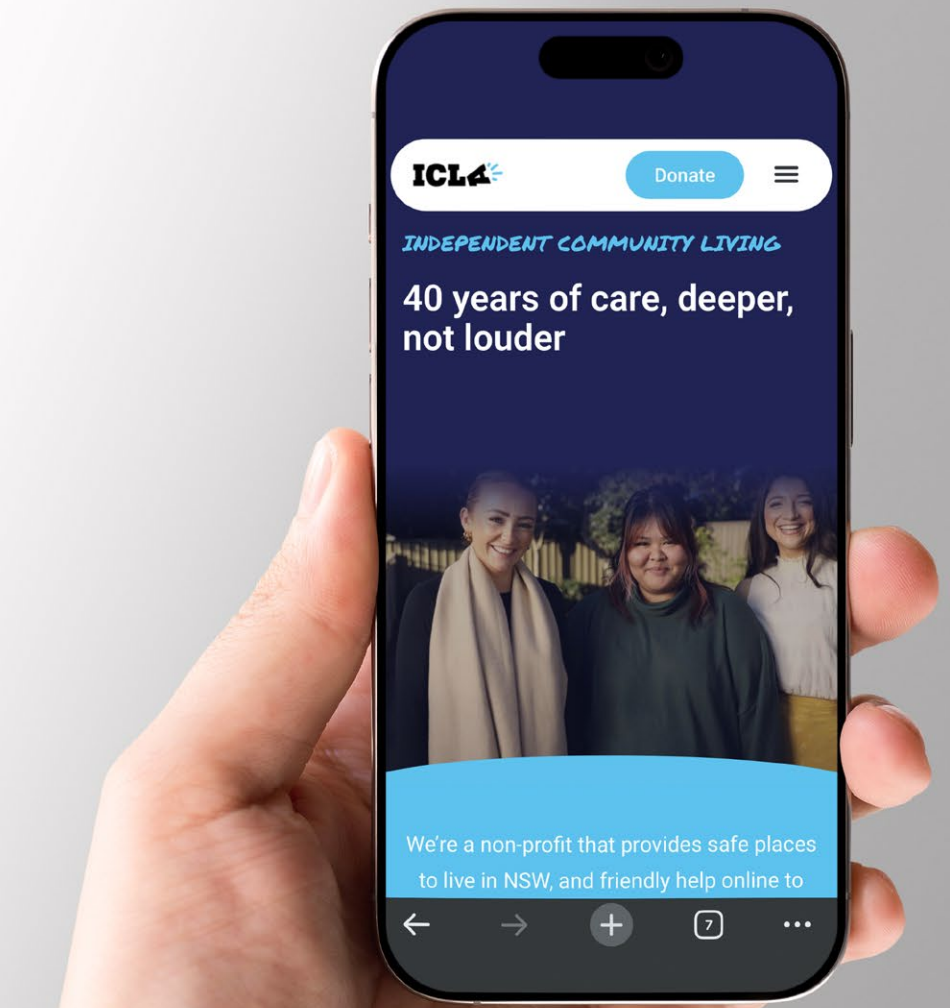
Digital Engagement

	Reach	Impressions	Posts	Engagement Rate
EOFY 2026	**265,482**	**555,765**	**102**	**16.80%**
EOFY 2025	3,466	3,756	66	7.66%

	Reach	Impressions	Posts	Engagement Rate
EOFY 2026	**45,307**	**88,144**	**102**	**19.30%**
EOFY 2025	543	581	66	9.46%

	Impressions	Posts	Engagement Rate	Followers
EOFY 2026	**131,509**	**-**	**10.03%**	**2,244**
EOFY 2025	17,646	59	8.45%	2,014

	Unique visitors
EOFY 2026	**11,497**
EOFY 2025	1,164



Safer systems, stronger oversight

Protecting rights while preparing for service growth

Quality, governance & safe innovation

1103
unique incidents recorded

2
key accreditations achieved

11
formal consumer feedback submissions

4
Government & Sector consultations – National and State consultations

6
additional staff or community submissions

5
Sector Registration and Accreditation: NDIS, Aged care, Community Housing, NSQMHC-CMO

Top achievements

- Strengthened incident and medication governance.
- Achieved National Safety and Quality Mental Health Standards for Community Managed Organisations & NDIS Specialist Behaviour Support accreditation.
- Progressed policy and accreditation readiness for Support at Home.

Community impact

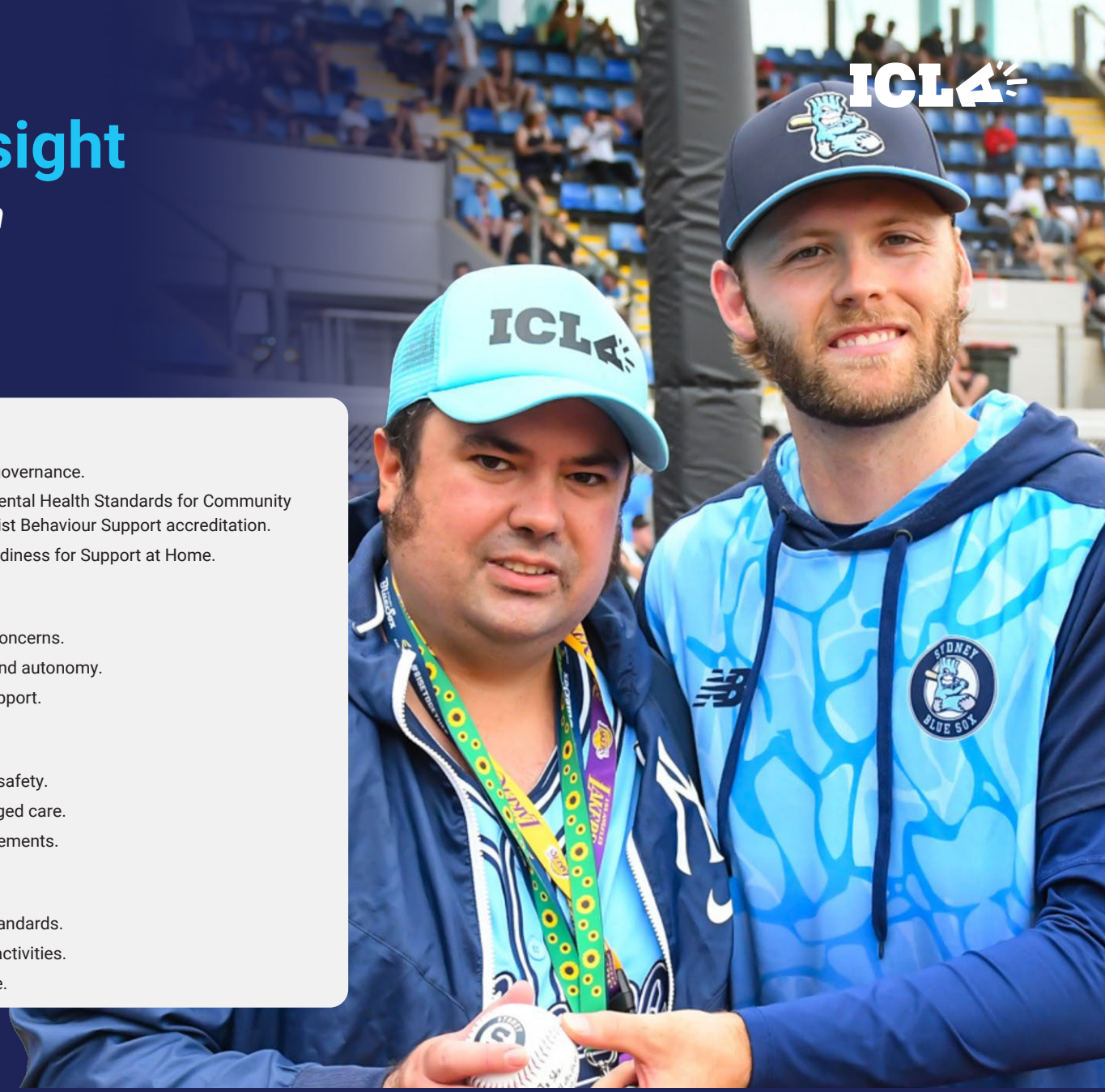
- Earlier identification and escalation of concerns.
- Stronger safeguarding, dignity, choice and autonomy.
- More consistent and person-centred support.

Risks and Constraints

- Behavioural escalation and medication safety.
- Changing regulation across NDIS and aged care.
- Privacy, cyber and AI governance requirements.

FY2027 priorities

- Implement revised NDIS SIL Practice Standards.
- Complete Support at Home Readiness activities.
- Embed ethical AI and digital governance.



Responsible stewardship

Building resilience in a constrained funding environment

Finance & sustainability

$90k
FY2026 surplus

Weel
expense controls introduced

Improved
roster and wage-cost oversight

Top achievements

- Improved workforce cost management.
- Streamlined expenses and reduced manual reconciliation.
- Enhanced reporting and service-level cost visibility.

Community impact

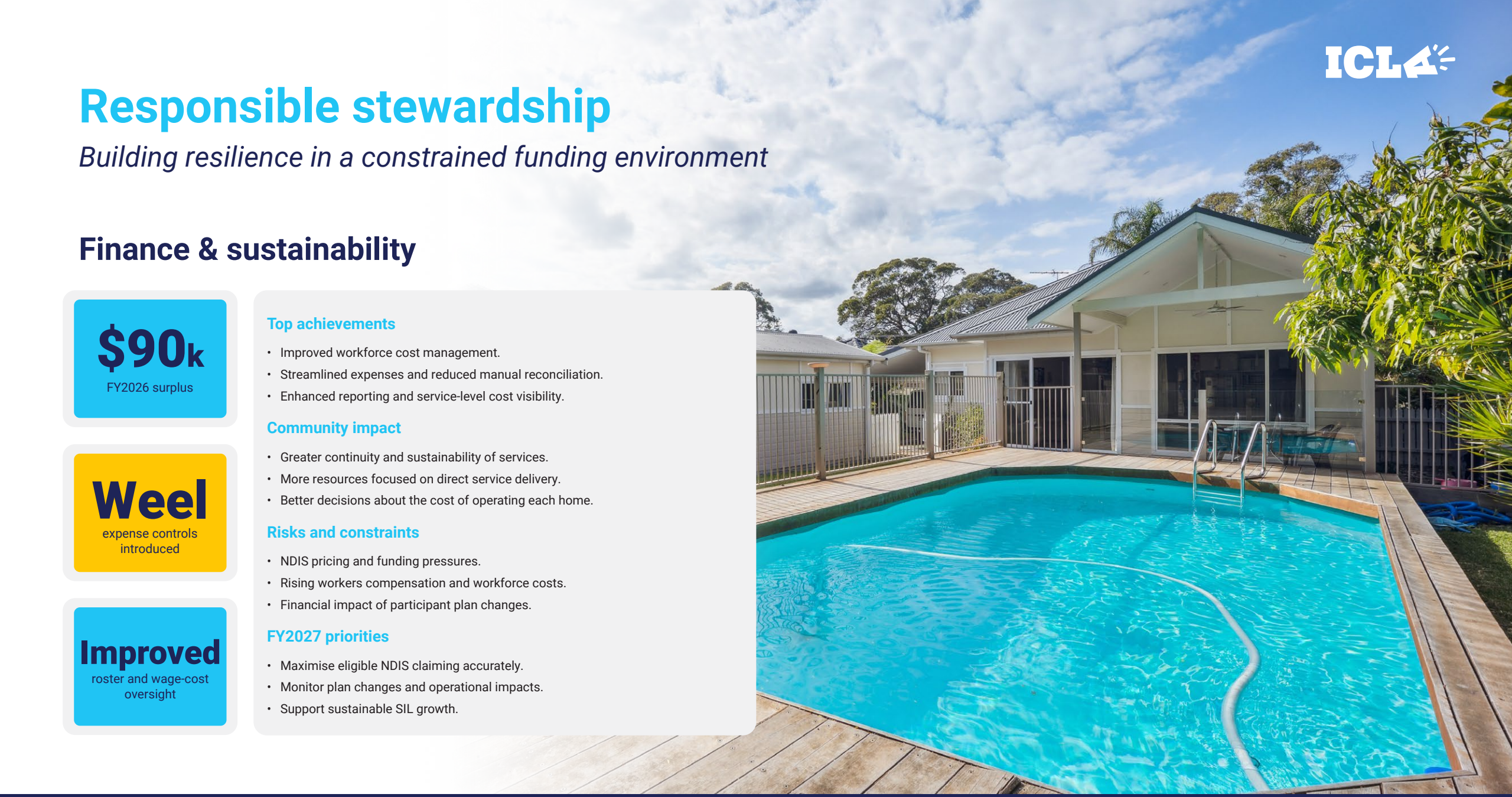
- Greater continuity and sustainability of services.
- More resources focused on direct service delivery.
- Better decisions about the cost of operating each home.

Risks and constraints

- NDIS pricing and funding pressures.
- Rising workers compensation and workforce costs.
- Financial impact of participant plan changes.

FY2027 priorities

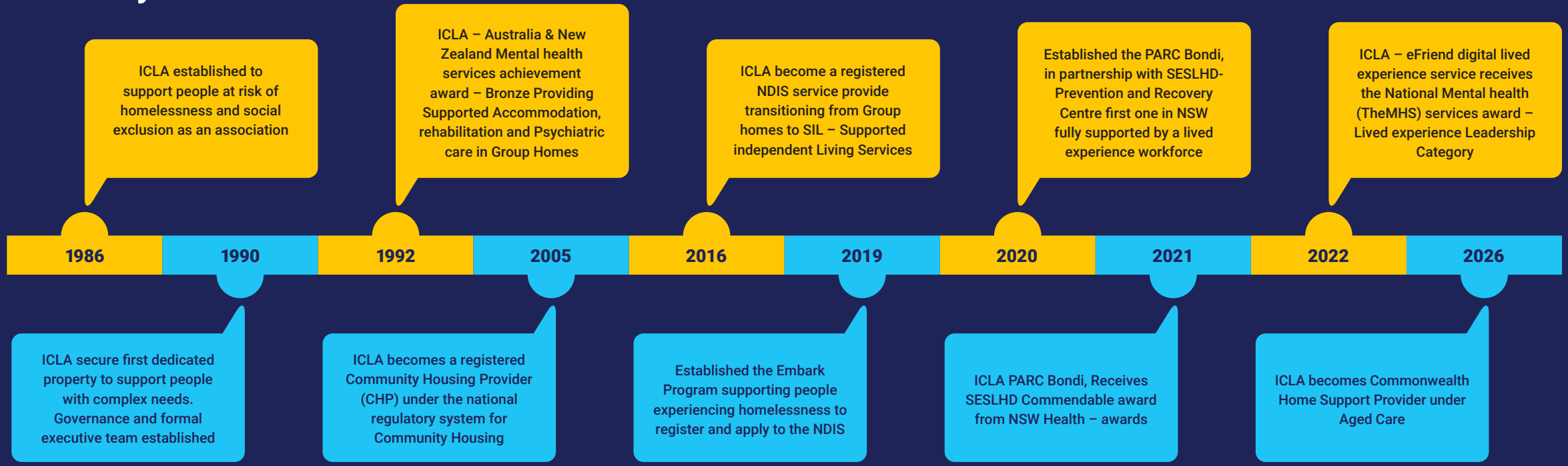
- Maximise eligible NDIS claiming accurately.
- Monitor plan changes and operational impacts.
- Support sustainable SIL growth.



40 years of everyday life changing

From a local response in 1986 to a diverse community organisation in 2026

Our story



Our history is defined not only by growth, but by enduring relationships, lived experience, advocacy and a commitment to helping people live with greater independence, connection and hope.

Working together for greater impact

Thank you to our partners, supporters, networks and collaborators



Partnerships & the future

One of ICLA's greatest strengths is the relationships built over four decades. In FY2025-26, ICLA worked with almost 100 organisations across government, health, housing, research, education, business and the community sector. These relationships expanded service reach, strengthened advocacy, supported innovation and helped deliver better outcomes for people and communities.

FY2027
Priority 1
Expand Support at Home and aged care capability.

FY2027
Priority 2
Secure new SIL properties and progress major housing projects.

FY2027
Priority 3
Strengthen workforce, quality and financial sustainability.

FY2027
Priority 4
Advance technology and AI while protecting person-centred care.

With sincere thanks to our staff, Board, consumers, families, carers, partners and supporters.

Partners and supporters

Thank you

ICLA would like to acknowledge and thank the many partners, supporters, networks and collaborators who have contributed to our work over the past 40 years. During FY2025-26, ICLA worked alongside almost 100 organisations across the mental health, disability, housing, aged care, health, research, education, government and community sectors.

These partnerships have strengthened our ability to deliver high-quality services, advocate for systemic change, innovate in response to emerging community needs, and create better outcomes for the people and communities we serve. We are grateful for the expertise, trust, collaboration and shared commitment of our partners, whose contributions continue to help ICLA build stronger communities and improve lives.

Government, Health and Community Sector Partners

- Hon. Alex Greenwich MP, Member for Sydney
- Australians for Mental Health
- Australian Digital Health Agency
- City of Sydney
- Homes NSW
- Housing Australia
- Hon. Jason Yat-Sen Li MP, Member for Strathfield
- Hon. Rose Jackson, NSW Minister for Mental Health
- Hon. Ryan Park, NSW Minister for Health
- Hon. Tanya Plibersek, Member for Sydney
- National Disability Insurance Agency (NDIA)
- National Mental Health Commission
- NSW Health, Mental Health Branch
- NSW Mental Health Commission
- NSW Transcultural Mental Health Centre
- Prince of Wales Hospital
- South Eastern Sydney Local Health District
- St George Hospital
- St Vincent's Hospital Network
- Strathfield City Council
- Sydney Local Health District
- Sutherland Hospital
- WAPHA (Western Australia Primary Health Alliance)
- Western Sydney Local Health District
- Central Eastern Sydney Primary Health Network (CESPHN)

Housing, Mental Health and Community Service Partners

- CHIA NSW
- Flourish Australia
- Hume Community Housing
- Pingala
- St George Housing
- Stride Mental Health
- Your Side Australia
- Gamarada Universal Indigenous Resources (GUIR)
- Mental Health Australia
- Mental Health Coordinating Council
- MindGardens
- MindSpot and MindSpot GP

Research, Education and Universities

- Brain and Mind Centre, University of Sydney
- National Centre for Intellectual Disability
- Macquarie University
- University of Canberra
- University of Melbourne
- University of Sydney
- Western Sydney University

Business, Professional and Corporate Supporters

- Andello Media & Design
- Beaumont People
- Brevity
- Commonwealth Bank
- DKO Architects
- Empathia Pty Ltd
- Global Agency
- Hymans Feitelnberg Chartered Accountants
- Lumary
- mcrIT
- Proveda
- Reflect-if Executive Coaching
- Salesforce Australia
- Spark Helmore Lawyers
- Think Creative Agency
- TLC Nursing Agency

Other Valued Supporters and Collaborators

- Black Dog Institute
- For Purpose Alliance (FPA)
- STARTTS – Service for the Treatment and Rehabilitation of Torture and Trauma Survivors
- Mental Health Australia
- MHCC – NSW Mental Health Coordinating Council
- TheMHS (The Mental Health Services National Conference)

Special Acknowledgement

Janet Meagher AM

ICLA extends its sincere appreciation to Janet Meagher AM, Patron of ICLA, for her longstanding commitment, guidance and support. Janet's contribution, expertise and advocacy have enriched ICLA's strategic direction and strengthened the organisation's impact over many years.





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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