



# SILC

Supported  
Individualised  
Lifestyle  
Choices

Annual Report 2025



We believe in the innate  
value of every person.



**SILC is a Charitable  
Trust that Supports  
Disabled People to live  
Full, Meaningful and  
Inclusive Lives.**

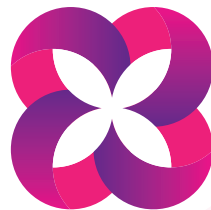
# Our Strategic Goals

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**Partner with disabled people and their family/whānau to live their best lives.**

**What we will do:**

- Work in right relationship with disabled people and their families/whānau to optimise the life potential of the people we serve.
- Implement personal outcome measures as a means of recognising and addressing the life aspirations of the people we serve.
- Recognise when the supports we offer restrict the life potential of people and take action to address this.



**Partner with staff to enable disabled people to be better served.**

**What we will do:**

- Ensure that staff are well skilled in supporting the developmental potential of the people they serve.
- Invest in leadership development for staff, families/whānau and disabled people.

**Optimise partnerships and relationships to advance the social inclusion of disabled people.**

**What we will do:**

- Recognise that an inclusive life can not be achieved through services alone.
- Intentionally build roles and relationships within the wider community for the people we serve.
- Continue positive, effective relationships with funders and broader sector stakeholders to strengthen our purpose driven work.
- Deliver on our promise/purpose.

**Continually innovate, improve, adapt and explore leadership opportunities to advance the social value of disabled people.**

**What we will do:**

- Ensure leadership is invested in contemporary best practice.
- Be open to advancing alternative models and approaches to being of support to people and families/whānau.

# Enabling Good Lives Principles

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## Self-determination

Disabled people are in control of their lives.

## Beginning early

Investing early in families/whānau to support them to be aspirational for their disabled children; to build community and natural supports; and to support disabled children to become independent, rather than waiting for a crisis before support is available.

## Person-centred

Disabled people have supports that are tailored to their individual needs and goals, and that take a whole-life approach rather than being split across programmes.

## Ordinary life outcomes

Disabled people are supported to live an everyday life in everyday places; and are regarded as citizens with opportunities for learning, employment, having a home and family, and social participation – like others at similar stages of life.

## Mainstream first

Disabled people are supported to access mainstream services before specialist disability services.

## Mana enhancing

The abilities and contributions of disabled people and their families are recognised and respected.

## Easy to use

Disabled people have supports that are simple to use and flexible.

## Relationship building

Supports build and strengthen relationships between disabled people, their whānau and community.



**Our challenge is to bring to life in their entirety the principles of Enabling Good Lives.**

# A note from the Chairperson

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As Government has sought to better understand the way forward for disability services this has resulted in some anxiety and uncertainty within all disability services, SILC is no exception. However, despite the challenges and uncertainty it has been essential that we continue to focus on our core purpose, “to advance the life opportunities for people with disabilities”. To recognise also that with change also comes opportunity and by remaining clearly committed to our purpose we are well placed to engage these opportunities as they arise.

Success for an organisation such as SILC can only be measured by the people we support continuing to grow and change in their lives. While often, such progress can appear slow and can be especially challenging for people needing to secure housing in a very expensive area such as greater Tauranga, it is wonderful to see a number of young people move out of group home living to a range of more independent and appropriate living arrangements, as their skills and confidence have developed. With seven people this year either moving into more independent living arrangements or well on the way with planning to do so.

To ensure that we can continue to progress towards our strategic direction of “disabled people living full, meaningful and inclusive lives”, the Board has this year established two board sub-committees. One for finance and one for innovative practice. We are delighted to have a family member and two people receiving services from SILC on the practice sub-committee.

As a board, also we recognise that if SILC is to continue to advance and diversify its services, an investment in ongoing capacity for staff will be required. This will also require some financial investment. We are fortunate enough to have some small reserves to enable this investment to be made.

At the time of writing this report we are still awaiting the new contracting and pricing arrangements being developed by Disability Support Services. With the level of uncertainty this entails we recognise the need for prudence while at the same time being prepared to invest in enhancing the quality of the services we provide.

This year we farewelled one of our long-standing board members, Sarah Davey. Sarah has given many years of commitment to SILC and I would like to take this opportunity to give our thanks to her for the substantial contribution she has made.

As a board we also wish to express our thanks and deep gratitude to our staff. Without their commitment to seeking better lives for people none of the great things that can be achieved in people’s lives would be achieved. It is our leadership and staff that enable the hopes and dreams of people’s lives to be honoured and pursued. 🌸

**"Despite the challenges and uncertainty, it has been essential that we continue to focus on our core purpose — to advance the life opportunities for people with disabilities"**

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## A note from the CEO

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The 2024/25 year has been one of change, challenge and cautious optimism for SILC and for the wider disability support sector. The Government's review of disability support services was completed and, for the first time in many years, we have seen a clear acknowledgement that the current system requires significant reform. This has created a period of uncertainty as we wait for the outcomes of the review to be implemented, but it has also provided an opportunity to influence the future shape of the sector. Throughout the year, SILC has remained focused on what matters most—providing quality, person-centred support and ensuring stability for the people and families who place their trust in us.

Two key recommendations from the review shaped much of this year. The first was the reinstatement of indicative budgets for NASCs. On the surface, this provides a level of predictability and planning clarity, which is helpful. However, indicative budgets also reintroduce constraints that can limit flexibility and responsiveness to individual needs. While we understand the need for national consistency and fiscal oversight, it reinforces the importance of thoughtful commissioning that is grounded in the real needs of disabled people rather than purely financial thresholds.

The second recommendation was more challenging: a freeze on current levels of funding for residential support services for the 2024/25 year, pending a detailed and urgent review of the contract and pricing models. This funding freeze came at a time when the cost of delivering quality support continues to rise—whether through wage pressures, increased compliance requirements, or the general cost of living. Like many providers, we entered a period of uncertainty as we worked to balance financial sustainability with our non-negotiable commitment to quality support. This was not an easy equation to manage.



**Tony Marsden**

TUMUAKI KAIWHAKAHAERE  
CHIEF EXECUTIVE OFFICER

Despite these pressures, SILC continued to deliver safe, person-led support, and our teams did so with professionalism, empathy, and resilience. What encouraged me most through this period was not only the strength of our staff but also the recognition by government agencies that providers like SILC must be part of the solution. We were invited to contribute to the development of the new national funding model, and our insights were welcomed and listened to. This shift—from being told to adapt, to being asked to help design—felt significant.

Early indications of the emerging funding model are promising. The intent is to create a more consistent and transparent approach to funding across the country, reducing the postcode variability that has long frustrated disabled people and providers alike. However, the final details will matter greatly, and we remain actively engaged to ensure that any model reflects the true cost of providing high-quality, individualised support.

While the sector environment tested us, it also provided clarity on who we are and what we value. SILC has always been grounded in the belief that people deserve good lives, with choice, dignity, and connection. That belief did not waver this year—in fact, it guided every decision we made.

One of the most important ways we uphold our values is through our people. Quality support is only possible when we have the right staff, with the right skills, supported by the right leadership. This year we continued to invest in training and development across all levels of the organisation. Frontline staff received ongoing refresher training in key areas and we also continued to build leadership capability, ensuring our leaders and managers have the tools and confidence to support their teams in a complex and changing environment.

Retaining good people in the disability sector remains a national challenge, and SILC is not immune to workforce pressures. However, our culture—grounded in purpose, respect, and support—remains one of our greatest strengths. I am proud of the dedication our staff show every day, and I am grateful for the way they embrace learning, change, and continuous improvement. Their commitment is the foundation of everything we do.



**"Quality support is only possible when we have the right staff, with the right skills, supported by the right leadership".**

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We also made important progress in strengthening our systems. This year we commenced the implementation of a new Customer Relationship Management system called iPlanit. This investment will support our staff and the business to continue delivering quality support in a more streamlined, person-centred way. iPlanit will enable more consistent and accurate recording of information, better visibility of outcomes, and easier access to the data we need to make informed decisions. Most importantly, it will reduce administrative burden on frontline teams, allowing them to focus more on what matters—the people they support. Implementing a new system of this scale requires time, training, and change management, but the long-term benefits will be significant for both staff and the people we support.

Throughout the year, demand for services has continued. Finding suitable accommodation for disabled people remains a barrier to service delivery in Tauranga and across the country. We continue to work proactively with government agencies and community housing providers to identify accessible housing solutions. There is no single fix to the housing shortage, but we remain committed to advocating for the people we support and exploring innovative approaches.

As I reflect on the year, I am struck by the balance we have had to maintain: adapting to change while preserving stability; managing financial constraint while investing in people and systems; participating in reform while protecting what works. It has not been a straightforward year, but it has been a meaningful one. We have emerged more resilient, more connected, and more confident in our role.

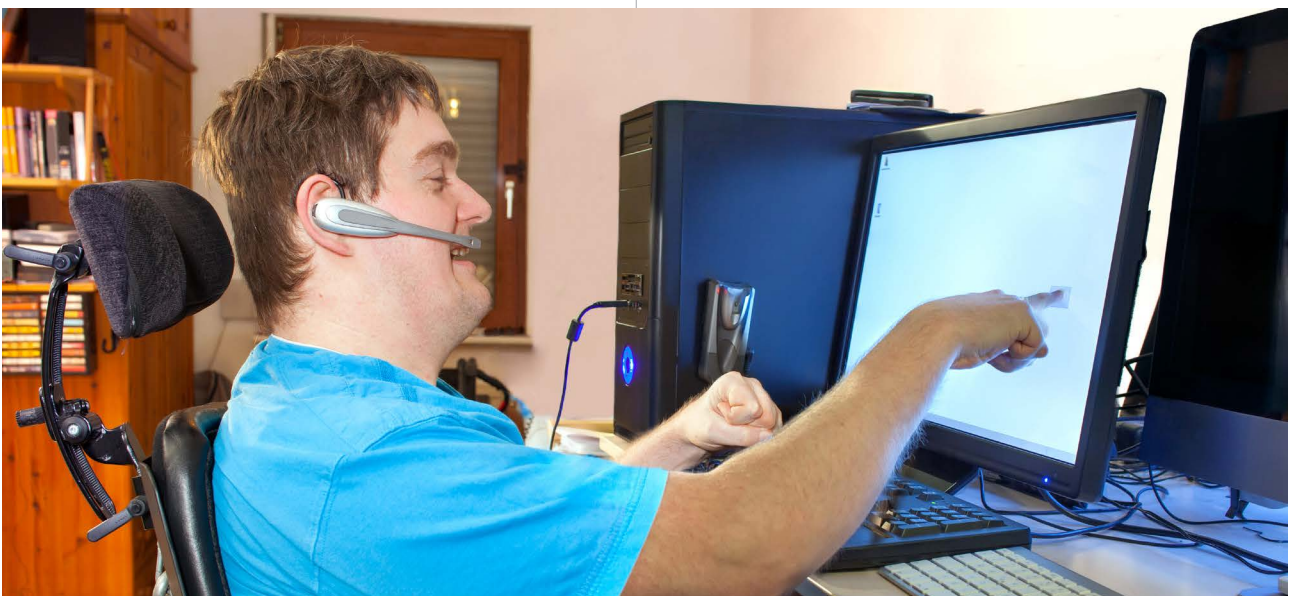
Looking ahead, we remain cautiously optimistic. The disability sector is at a pivotal moment. If reform is implemented with genuine partnership between government, disabled people, providers, and whānau, we have an opportunity to build a system that is more consistent, transparent, and sustaining. SILC will continue to advocate for a model that recognises the true value of quality support and the importance of long-term relationships.

**"We have had to maintain balance — adapting to change while preserving stability, and participating in reform while protecting what works".**

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## Summary

Our purpose remains simple and powerful: supporting disabled people to live full, meaningful and inclusive lives. This year confirmed that purpose is not just a statement—it is who we are. I am privileged to lead an organisation with such dedicated staff, supportive governance, and strong community partnerships. I would like to thank our Board for their stewardship, our staff for their commitment, and the people we support and their families for allowing us the honour of walking alongside you. 🌸



# Our services

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**This year SILC continued to support people in our community to live the life they choose – a valued life, a life full of opportunities, friendships, and experiences.**

Partnership and co-created plans are at the centre of everything we do to facilitate independence, community belonging, and a sense of wellbeing.

We have enabled the connections and tools people might need to build a co-created Individual Support Plan to provide confidence and independence..

**Residential Support** for those who have a developmental or physical disability that may need access to support 24 hours a day, 7 days a week – your choice of living arrangement is worked out with you and your family/whanau.

**Supported Living Services** to those who are 17 years or older with a disability, living in their own home, to enable them to develop relevant skills, to develop and access community resources, and to actively participate in their community.

**Enhanced Individualised Funding** allows more flexibility for people with disabilities in how their supports are arranged and delivered.

**ACC Living My Life** provide a disability support service delivered by a multidisciplinary team in the community, including organisations such as SILC, to ACC clients who have a long term disability because of an injury.



# Financial Statements

SILC Charitable Trust Group

## Income

	2024/25	2023/24
RSS - MSD	14,984,492	14,398,978
SILS - MSD/BOP DHB	2,762,514	2,821,304
Very High Needs - MSD	97,029	98,384
Private & Individual	235,039	365,899
Oranga Tamariki	-	469,302
ACC	263,906	249,047
Sundry Income	191,440	198,865
<b>Total Income</b>	<b>18,534,420</b>	<b>18,601,780</b>

## Expenses

	2024/25	2023/24
Operating	1,483,088	1,436,108
Administration Expenses	897,615	806,845
Employment	15,869,361	10,531,084
Finance Expenses	-4,709	-15,046
<b>Total Expenses</b>	<b>18,254,774</b>	<b>17,975,554</b>

A complete copy of SILC Charitable Trust Group Financial Statements is available upon request.



Thank you to our supporters

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