

The SILC Charitable Trust Annual Report 2018 - 2019



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Our Purpose

Push the boundaries to ensure everyone has the opportunity to live a good life

What we stand for

- The innate value of every person
- The qualities that make us human—love, compassion, creativity
- All people belong
- Citizenship—everyone has rights and responsibilities
- People can achieve more
- Contributing to the voice of people with disabilities
- Investing for a skilled and trained workforce
- In doing whatever it takes

Our Challenge

To bring the principles of Enabling Good Lives to life in their entirety



VISIONARY

Value Statement:

Planning the future with imagination and wisdom

Action:

- ◇ We work creatively
- ◇ We show insight
- ◇ We are bold and brave
- ◇ We bring forth the best in people

Outcome:

- ◇ People are engaged in a shared sense of purpose



INCLUSIVE

Value Statement:

A community where everyone

Action:

- ◇ We listen to people
- ◇ We value people's contributions
- ◇ We transform attitudes and behaviours

Outcome:

- ◇ People are included and are valued members of our organisation and our community



EXCELLENCE

Value Statement:

To be the best we can be

Action

- ◇ We optimise the use of the resources we have
- ◇ We encourage and support all people to participate in learning opportunities
- ◇ We continually strive for improvement

Outcome:

- ◇ A culture of continual improvement and high achievements



WELLBEING

Value Statement:

Taking a holistic approach to the lives of people and our community

Action

- ◇ We consider all contributing factors in a person's life
- ◇ We support people to create balance in their lives

Outcome:

- ◇ People and our community are thriving and flourishing



"I want to thank our staff. We offer a 24/7 365 days a year service and our staff are extraordinary in their commitment to the people we support."

Ron Scott

Board Chair

Chair Report

I have pleasure in presenting the annual report for The SILC Charitable Trust for the year ended June 2019.

The year saw the fortunes of the Trust swing wildly as the environment we work in continued its transformation.

The *System Transformation*, of course, seems to be forever on the way but never arriving. However certain milestones have been reached and the Trustees have put their minds to the challenge of preparing for something that we don't know what will finally look like. This affects not only the Trust but also the people we support in terms of how they go about making decisions that benefit their lives most.

The uncertainty in the sector also made the decision to sell the SwitchedOn Health and Wellness Centre important to ensure we maintain the sustainability of SILC's core business. The decision to sell was made a little easier when Aaron Balsom approached the Board with a proposal to purchase the equipment and continue the vision of an accessible community facility. Aaron has long been involved with the Centre and led the SwitchedOn team so it was exciting to hear his vision for making the Centre even more accessible and more valuable as a service to the community. We wish Aaron and his team all the best.

I want to thank our staff. We offer a 24/7 365 days a year service and our staff are extraordinary in their commitment to the people we support. The good faith shown as we worked through the Holidays Act payment implications was immensely helpful in reaching a successful outcome given the hugely complex calculations.

Over the course of the year a highlight for Trustees has been the visits to services where Trustees have the opportunity to meet with the people we support and SILC staff.

The health and safety of our staff and the people we support remains a focus for Trustees and it is our job to ensure every staff member returns home to their families safely every day. I thank you all for the commitment you show in making our workplaces as safe as they can be.

Of course this does not happen without the strong leadership of Tony Marsden and the Management Team. Their commitment to the purpose of SILC and the focus on the people we support makes the organisation so much stronger.

Finally, I would like to thank the hard working trustees. Sarah Davey, Keith Appleton, and Richard Coad who volunteer their time, wisdom and experience to the Trust. Their job is at times onerous as they pore over the accounts, review policies and try to predict the future but there is always a sense of *Joie de vivre* when we meet which makes chairing the Trust so enjoyable.



"It is great to see our staff taking such an active role in their own professional development."

Tony Marsden

CEO

CEO Report

It is with pleasure that I present to you my CEO report for The SILC Charitable Trust Annual Report. The 2018/19 year has been an exciting year for the Trust as we looked to take on the challenges the sector throws at us head on. There continues to be some uncertainty surrounding the future funding environment and System Transformation and we continue to be actively involved in these discussions. The System Transformation prototype continues in the Mid Central region but as yet there haven't been any definitive decisions made at a Government level as to when this model might be rolled out and what it might look like. SILC remains committed to the principles of System Transformation and firmly believe any changes to the Governments funding model must see decision making around funding shift from the funder to disabled people. The challenge for us is trying to prepare for a change that we are not sure what it looks like or when it might happen. Irrespective of this uncertainty we have made a conscious decision to move forward with key pieces of work that will put us in a stronger position regardless of when, or if, changes are implemented

One of the larger pieces of work we have started on is a review of technology and our current IT systems and capability. SILC has for the most part designed and created its own systems using in-house expertise but as we grow and demands change it is becoming clear that technology not only makes a business more efficient but also has a real potential to improve the experience of the people we support and their families. Technology and purpose built platforms have come a long way in recent years especially with the advent of NDIS in Australia and we have begun the journey to finding the system that is best for us. This will require a significant investment but the benefits both staff and the people we support will see will make the investment worthwhile.

This year also saw the Board of Trustees make the difficult decision to sell SwitchedOn Exercise and Wellness Centre. It has been a real privilege to work with the SwitchedOn team and members over the past 3 years and I have every confidence that Aaron and the NextStep New Zealand team will continue the great work and I wish them all the best as they look to build on the work SwitchedOn started and continue providing a very valuable service to our community.

SILC

Our purpose of **“Push the boundaries to ensure everyone has the opportunity to live a good life”** is an invaluable touchstone for all our staff as everything we do impacts the lives of those we support. Everything we do must add value to people's lives.

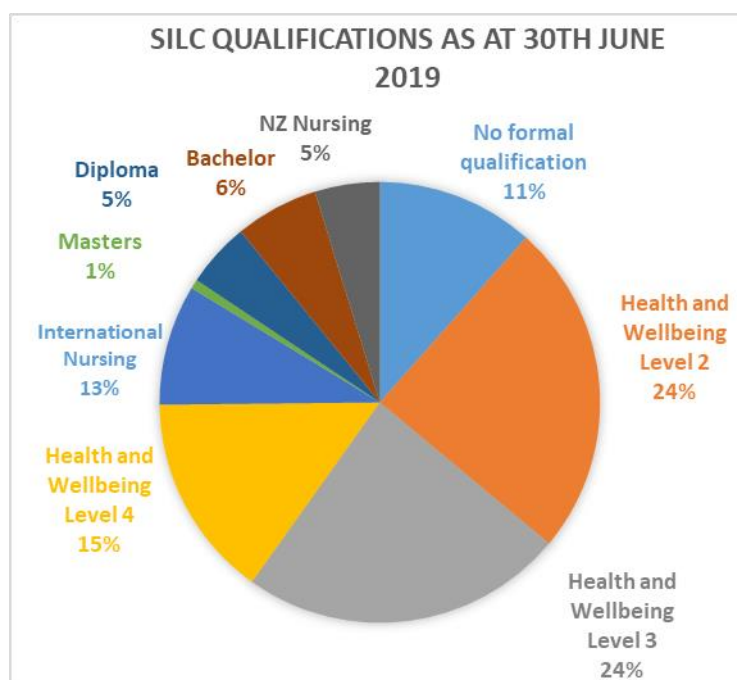
This year we have continued to focus on aligning our processes and systems to reflect a rights based, person directed, philosophy. Our guiding strategic goals are about being focused and concerned on the experience of the people we support, and preparing and supporting our staff and the organisation for a changing sector.

During the year we supported 55 people in 24/7 residential support arrangements and 117 people in support situations within their own homes and communities many of whom have had a long partnership with SILC. Sadly two of the people we have supported for many years passed away this year. We were proud to be able to support them and their families through this very difficult time, and owe our gratitude and appreciation to our staff who displayed a profound commitment. We continue to welcome new people into our services.

The trend towards increased complexity of need in the referrals we are receiving continues and finding living options within the funding offered continues to present challenges for the organisation.

Our work with the DHB to support people with early onset dementia and long term chronic health conditions, often compounded by complex social support needs continues. It is exciting to be able to develop creative and flexible support options which allow people to maintain or build their autonomy, their homes and their family and community networks.

Professional development for staff continues to be a focus for us and we continue to offer NZQA Health and Wellbeing level 3 and support staff in completing their level 4 with external providers including Career Force, Open Polytech and Te Toi Ohomai.



It is great to see our staff taking such an active role in their own professional development. Currently 89% of our staff have some form of qualification with 45% of staff having as qualification at level 4 or above. Many others are actively engaged in further work towards a formal qualification.

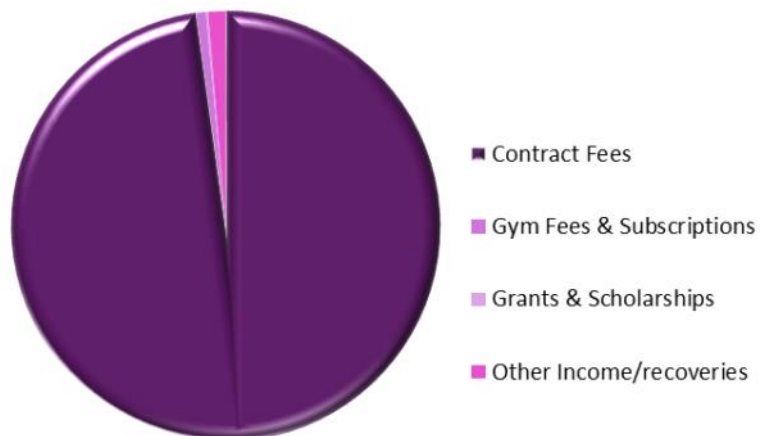
We have continued to work with providers with specialist practice knowledge such as Explore in the delivery of Positive Behaviour Support, Altogether Autism in the delivery of Autism training, Smoothmovers for training in moving and transferring people, and John Armstrong in the delivery of Social role Valorisation. All of thios training serves to enhance the knowledge of our teams and benefits both our staff and the people we support. We thank Te Pou for their support of funding for these programmes.

All of this great work wouldn't be possible without the passion and commitment of a team of wonderful individuals. I want to take this opportunity to say a very big thank you to all the team for everything you do.

I also want to thank the people we support and their families for allowing SILC to walk alongside them on their individual journey. We consider this a privilege and will continue to look at ways we can improve our service to you

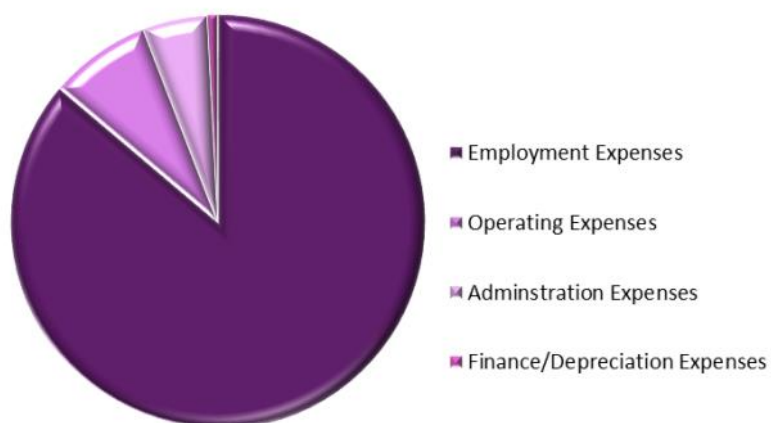
Financial Information

Income



Contract Fees	\$	10,765,567
Gym Fees & Subscriptions	\$	79,603
Grants & Scholarships	\$	18,905
Other Income/recoveries	\$	143,066
	\$	11,007,141

Expenditure



Employment Expenses	9,259,355
Operating Expenses	856,357
Administration Expenses	543,046
Finance/Depreciation Expenses	86,804
	10,745,562

Financial Information

		2018/19	2017/18	2016/17
Income				
Contract Fees		10,765,567	10,266,523	9,050,780
Training Fees		61,296	95,122	45,400
Grants & Scholarships		18,905	116,904	114,906
Rents/ Recoveries		14,886	140,645	206,099
Gym Fees & Subs		79,603	150,725	56,860
Sundry Income		66,884	14,343	39,728
Total Income		11,007,141	10,784,262	9,513,773

Expenses				
Operating Expenses		856,357	773,043	971,378
Employment Expenses		9,259,355	9,122,327	8,058,354
Administration Expenses		543,046	669,894	553,535
Finance Expenses		6,175	2,355	9,092
Total Expenses		10,664,933	10,567,619	9,592,359
Net Surplus / (Deficit) before depreciation		342,208	216,643	- 78,586
Less depreciation of assets		80,629	86,835	98,761
Net Surplus / (Deficit)		261,579	129,808	- 177,347

Board of Trustees



Keith Appleton

Keith joined The SILC Charitable Trust in early 2017 after moving to the Bay of Plenty with his extended family.

Prior to moving to the Bay of Plenty he was a Chartered Accountant in Public Practice . He is currently Chair of the Audit and Risk Committee for the Blind and Low Vision New Zealand, and President of Complex Chronic Illness Support. He is a member of the Institute of Directors. Accordingly, he brings a wealth of knowledge and experience to the Board.

Keith has been associated with disability sector for over 30 years through family and clients. During this time he has served on a number of Boards



Richard Coad

Richard has many years experience working alongside people who have a range of disabilities, listening to them about what the problems are and assisting them to find their own solutions.

Richard was employed by SILC in 1994 and held various support and leadership roles in SILC. He is passionate about people living good lives.

Richard is currently working for Careerforce who are the industry training organisation for the Health and Disability sector.

Richard lives locally, is a father of three and a keen musician.

Board of Trustees



Sarah Davy

Sarah has a long connection with the Bay of Plenty having grown up in Tauranga. Her initial career practicing law in New Zealand and internationally, provided a solid foundation for the next 20 plus years developing health and disability services, at senior management and governance levels, locally and nationally.

She is currently the Innovation and Improvement Manager at the Bay of Plenty District Health Board. With her husband Trevor, she is also a Director of Latitude Surveying Limited, a Tauranga based land surveying firm. Trevor and Sarah have three children



Ron Scott

Ron joined The SILC Charitable Trust in early 2013 and has subsequently taken on the role of the Chairperson.

Ron's extensive experience on successful Boards has been an asset to The SILC Charitable Trust in ensuring the Board is functioning at the optimum level.

Ron wears a number of hats:

- Chief Executive - Stellaris Ltd
- Board Member- Bay of Plenty DHB
- Board Member - AA Bay of Plenty Council
- Chair - Volunteering Bay of Plenty

Ron is local to Tauranga and his involvement in local business and community ventures is testament of his commitment to fostering inclusive, collaborative communities.

Funders

To all those who helped us financially this year we wish to acknowledge your assistance and say a big thanks.

Your contributions were invaluable and enabled us to do more, with and for the People We Support. You made a real difference in the lives of the People We Support and our community and we wish to express our gratitude for your support.



**Te Pou o te
Whakaaro Nui**

