



SILC

Supported
Individualised
Lifestyle
Choices

Annual Report 2021

We believe in the innate
value of every person.





Good people doing
good things, supporting
people in their pursuit
of a good life.

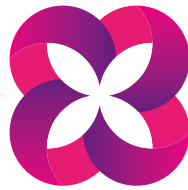
Our aims

SHARED PURPOSE

To plan for the future with imagination and wisdom by working creatively, showing insight, being bold and brave, and always partner with people to help them reach their potential. We are engaged in a shared sense of purpose.

LISTEN AND LEARN

To contribute to a community where we listen to people, value their contributions, and transform attitudes and behaviours, so that people are included, valued members of our organisation and community.



IMPROVE AND ACHIEVE

To be the best we can be to optimise the use of the resources we have. We do this by encouraging and supporting all people to participate in learning opportunities, and continually strive for improvement. A culture of continual improvement and high achievements is our normal.

SEEK BALANCE

To take a holistic approach to the lives of people and our community by considering all contributing factors in a person's life. This should result in supported people who create balance in their lives, so that our people and our community is thriving and flourishing.

Our principles

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 the
principles of
Enabling Good
Lives to life in
their entirety.**

A note from the Board Chair

I have pleasure in presenting the annual report for The SILC Charitable Trust for the year ended June 2021.

SILC is in a very positive place.

The Board is pleased to be able to make this simple statement because history will show that the last few years have been some of the most unsettling in living memory. The reason, of course, is COVID-19.

I want to reiterate my comments from last year which still hold true:

“COVID-19 was a challenge for New Zealand as a whole but is more so for a community such as SILC where many have impaired immunities. Once again, the tremendous staff we have at SILC demonstrated their extraordinary commitment to the people we support. The Board is grateful for support workers dealing with changes in routines, team leaders with changing rosters due to strict wellness rules, Service Managers working with families’ fears, and the Management Team who dealt with changing financial rules, and



Ron Scott

POARI HEAMANA
BOARD CHAIR

discovering caches of PPE that everyone in the city was trying to find. There is not a staff member who was not significantly impacted by COVID-19, and we are enormously proud of how the team pulled together under the leadership of CEO Tony Marsden and his team. It is testimony to their work and preparation that SILCs newly minted Business Continuity Plan came through this major test. It is impossible to overstate how important that preparedness was.”

The entire staff at SILC are incredible and the SILC family owes a great deal to their commitment, which is still being tested as I write this report in December 2021. The Board has spent significant time on ensuring that we support the health and welfare of these wonderful people.

However, SILC has not stood still in the last 12 months. During the year we investigated how we can be more financially sustainable as an organisation. Since Balance Date, an opportunity to purchase property in Papamoa arose, which has helped us in that respect.

The preparatory work for our rebranding has been done and this also came to fruition after the Balance Date. Readers may have noticed the new signage and website livery. We have also redeveloped our back-room technology which went “live” after the Balance Date.

A major addition to our services was the introduction of a contract with Oranga Tamariki, which will be beneficial to the young people we will support as they move into adulthood.

The mix of services between Supported Individual Living and Residential Services continues to be fluid. With the changes announced recently regarding a Ministry for the sector and progressing the Enabling Good Lives model of funding, we can expect more change in this environment.

As Chair I am very lucky to have the quality of trustees on the Board. Unfortunately, we had to bid farewell to Anna Rolleston, who added invaluable insights to our deliberations. Keith Appleton, Richard Coad, and Sarah Davey provide an excellent mix of sector knowledge, financial nous, and common sense that makes them such a pleasure to work with. I am very thankful for their commitment to preparing well for meetings and being available between times.

And so, I can confidently reaffirm that SILC is in a positive place: good people doing good things, supporting people in their pursuit of a good life. 🌸

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A note from the CEO

Last year I ended my annual report commentary with, “*Here’s to 2021 and a safer world, free of COVID-19 and full of opportunity*”. Things started well when New Zealand was able to move into Alert Level 1 in June 2020 and it appeared the government’s “go hard, go fast” strategy had done its job. Unfortunately, it only lasted until August when Auckland had an outbreak and we moved to Alert Level 2. Throughout the rest of 2020/21 we have bounced between Level 1 and Level 2, which has had its challenges.

However, in the context of the wider global picture we have been lucky enough to live relatively normal lives, albeit with a few added precautions. At the time of writing, the Delta variant has arrived on our shores and is posing new challenges for the Government as it tries to contain outbreaks and prevent our hospitals becoming overrun. SILC continues to ensure our planning is up to date and that our teams have everything they need to keep the people we support as safe as we possibly can, whilst also supporting them to live a good life.

Despite the disruptions caused by COVID-19, SILC continues to go from strength to strength, growing our services and focusing on developing our staff. We undertook a brand refresh that included the development of a new website and a change in our logo, whilst ensuring we retained the essence of who we are.

We commenced implementation of our new Client Record Management System. This system will replace a lot of the paper-based records we keep and provide staff with a single source for all our information and data needs. We also began negotiations for the purchase of two houses that we currently rent for residential services. This is an exciting period for SILC and will represent our first significant asset purchase.

To top everything off, 2021 also marks SILC’s 30th



Tony Marsden

TUMUAKI KAIWHAKAHAERE
CHIEF EXECUTIVE OFFICER

birthday. We have come a long way since those early days when our founder Peter James took his vision and turned it into a reality. Whilst a lot has changed over the 30 years, the philosophy that Peter instilled remains strong.

Service

SILC supports 65 people in 24/7 residential services and 83 people within their own homes. The people we support, and their families, trust SILC to provide support that is focused on the individual and tailored to meet their needs. It is a privilege to be given this responsibility and we are constantly looking at what we can do to improve our service.

The great work our frontline service delivery team does is not going unnoticed. Over the past year we have seen demand for our services increase and in response to this we have had to secure an additional two homes. We recently signed a contract with Oranga Tamariki, and we are excited to move into the field of supporting younger people. Working in this area has meant the team have had to do a considerable amount of preparation in terms of ensuring we have the right staff with the right training to support young people. It has been a steep learning curve, but the Service Leadership Team has done a fantastic job of making this happen. We are now supporting a

young woman who is really enjoying having a place she can call home.

The team continues to focus their efforts on quality outcomes for the people we support and an important part of this is understanding how what we do impacts on the people we support. This year we commenced PASSING (Programme Analysis of Systems' Implementation of Normalisation Goals) Audits for our service. This audit tool is an instrument for assessing the quality of human services against the principles of Social Role Valorisation (SRV). It involves interviews with the people we support and provides us with information on the quality of our service. At time of writing, a little over half of the homes we work in have been audited and the information we have gathered has been helpful and insightful. We have also introduced Personal Outcomes Measures and Path Planning to ensure the goals and aspirations of the people we support are captured, and progress against these goals is measured. These are all comprehensive pieces of work and the Service Team have done a fantastic job in keeping the momentum going despite COVID-19 and the challenges it has brought.

Our people

SILC's success over the past 30 years has been built on the foundation of having the right people with the right training doing the right job and we continue to look at ways we can upskill our people through opportunities in training and personal development.

This year all our line managers were given the opportunity to attend an externally facilitated three-day leadership programme. It provided our leaders with an opportunity to focus on their own individual leadership skills and provided several useful tools to take back into their day-to-day

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work. Members of our Executive team and Team Leaders attended training on the Human Rights and United Nations Convention on the Rights of Persons with Disabilities – Kia Noho Rangatira Ai Tatou. The course was run over four, weekly, 2.5 hour webinars and was facilitated by Te Pou.

Our focus on ensuring our frontline staff receive the best up to date training available continued and this year frontline staff attended training in:

- Positive Behaviour Support
- Active Supports
- MAPA – Management of Actual or Potential Aggression
- Level 3 Health and Wellbeing

This training comes at a cost, and we are grateful for the funding support we receive from Te Pou, which ensures we can continue providing ongoing training to our people. Ongoing investment in our people will continue to be a priority for SILC.

So, whilst 2020/21 has not been without its challenges, SILC has still achieved a significant amount and we should be proud of our achievements.

I want to take this opportunity to say a special thank you to the entire team at SILC. 🍀

Our services

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 if you 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

	2020/21	2019/20
MOH	12,097,616	11,002,911
MSD	14,635	18,538
Private & Individual	139,284	36,782
Oranga Tamariki	121,446	0
ACC	164,173	0
Grants	82,738	23,006
Sundry Income	219,195	114,678
Total Income	12,839,087	11,195,915

Expenses

	2020/21	2019/20
Operating	1,176,396	924,079
Administration Expenses	713,387	444,494
Employment	10,531,084	9,373,250
Finance Expenses	-4,266	-4,107
Total Expenses	12,420,867	10,741,823

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



It's been a big year for us here at SILC, with our team celebrating 30 years of being able to do what we love – provide support to people in their pursuit of a good life.

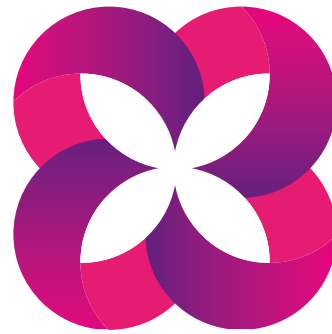
This exciting milestone and everything we have been able to achieve along the way wouldn't have been possible without you – our stakeholders, families, and clients. Your ongoing support allows us to continue our journey and we feel privileged and honoured to be able to do this.

To celebrate 30 years of SILC, this year we have refreshed the look and feel of our name and resources. This has included a new user-friendly website so that those who want to find out more about us can do so with better ease. We have also changed the signage on our building on Eleventh Avenue to reflect this new look.

Our new logo design pays homage to the original design with similar colour and flowing ribbons, but now the design is woven together to represent community belonging, a sense of wellbeing, and the process of working together that defines who we are.

We wanted to let you know about these exciting changes, which also mark a milestone in SILC's history and the organisation's evolution over time.

SILC was established by Peter James in 1991 to support people with intellectual disabilities to leave the institutionalised care model of Tokanui Hospital and live in the community. He saw an opportunity to make a difference, recognising everyone has their own unique gifts and challenges. SILC's focus has always been on people with disabilities living in their own homes within their own communities – people living good lives.



CELEBRATING

30
YEARS

So, whilst things may look a bit different, we remain the same in our steadfast goal to support those with disabilities to live the life they choose – a valued life, a life full of opportunities, friendships, and experiences.

We have spent the last 30 years working in partnership with those we support to facilitate independence, community belonging, and a sense of wellbeing, as well as creating opportunities to do the things they enjoy.

We look forward to being able to continue to do this for the next 30 years and beyond.

Thank you to our supporters



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