



# SILC

Supported  
Individualised  
Lifestyle  
Choices

Annual Report 2022



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

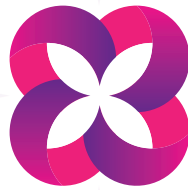
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## SHARED PURPOSE

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.

# 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 Board Chair

I have pleasure in presenting the annual report for The SILC Charitable Trust for the year ended June 2022.

The year was very much one of trying to get back to the new normal in the tail end of the huge disruption of the Covid years.

The Board has aimed to take a more strategic approach to its work following earlier work we did with Kanuka at the end of June 2022.

The environment in the disability sector is changing.

For example, the Ministry of Disabled People was established. It is not yet clear what the effect of the new ministry will be, but expectations are high across the sector.

Staffing remains a challenge for the organisation with immigration settings remaining tight. There was considerable discussion with Immigration about how income was measured given the sleepover rate, but eventually they saw reason.

SILC leveraged our brand refresh with a campaign aimed at recruiting more support staff. This included back of the bus advertising, and using the wall on 11th Ave. Nevertheless word of mouth is still our key source of new staff.

The new Fair Pay Agreements Act may be tested on the sector as current pay agreements come up for renewal. Turnover of staff spiked as some of the Covid controls were eased.

It is impossible to thank the staff enough for their commitment providing services to the people we support. Staff wellbeing was a constant concern for Trustees, and we were pleased to see policies in place around staff support.

Health and Safety was another area of focus and the team has been working on reviewing the manual.



**Ron Scott**

POARI HEAMANA  
BOARD CHAIR

The housing market has peaked and one or two of the landlords we work with have indicated they are looking at exiting the market. This has provided an opportunity for SILC to provide stability by purchasing some property and in the reporting year we finalised the purchase of two homes in Papamoa. These are fit for purpose, disability friendly homes which have been rented by people we support for some time.

Increasingly SILC is being asked to support people who have dual challenges of not only intellectual disability, but also mental illness. We are consistent in stating that we are not a mental health provider, and this is a recurring conversation with referring agencies. We are assured that the National Health Authority is discussing how best to support those who are in this category.

During the reporting year, Oranga Tamariki audited SILC given our new contract in this area. I am pleased to say that SILC came through with flying colours.

I want to take this opportunity to congratulate our CEO Tony Marsden on his recent appointment to the NZ Disability Support Network Board. He is also a member of the Tauranga Community

Housing Trust Board. It is important that SILC understands the operating environment and these appointments ensure we are “in the loop.” Importantly Tony’s extensive experience and knowledge means he will add enormous value to the sector as a whole.

Finally, I want to acknowledge my fellow trustees. Unfortunately, Keith Appleton decided to retire as at the end of the reporting year. Keith was an energetic trustee who had an eagle eye when it came to the accounts. His advice on what should be reported resulted in better information for trustees. We wish him all the best.

We welcomed Lorna Sullivan to the board. Lorna has immense knowledge of the disability world and has already added incredible value with her wisdom on Quality Frameworks.

Richard Coad and Sarah Davey remain on the board and provide the continuity that is so important for an organisation’s strength.

At SILC we aim to be “Good people doing good things, supporting people in their pursuit of a good life.” I am confident that the team is achieving this aspiration. 🍀

**“It is impossible to thank the staff enough for their commitment providing services to the people we support. Staff wellbeing was a constant concern for Trustees, and we were pleased to see policies in place around staff support.”**

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# A note from the CEO

The past year has been a year of continued challenges interspersed with opportunity. Covid is still present in our communities but the country has shifted from an elimination strategy to “living with Covid” which has been welcomed by many. The lifting of Covid mandates and restrictions has meant we have been able to return to some sense of normalcy whilst continuing to acknowledge that Covid is still out there and the need to be vigilant.

One of the challenges we do face post Covid is a shortage of people looking for work. Our sector is by no means the only sector that is experiencing these challenges and there are many factors contributing to the shortage. SILC has been looking at ways in which it can reach more people to let them know that support work is a fantastic career option. Increasing our profile through advertising via different channels such as print, signage, social media, and billboards are all ways in which we are trying to catch the eye of prospective support workers.

This year also saw the announcement from the government of the establishment of a new Ministry of Disabled People – Whaikaha. The disabled community have been highlighting the need for a separate ministry for a number of years so it is with great hope and anticipation that we await the establishment of this ministry from 1 July 2022.

In last year’s annual report I made mention that SILC was in the process of negotiating the purchase of two properties that we have rented for the past 10 years. I am pleased to advise that these negotiations were successful and SILC is now the owner of two fully accessible properties in Papamoa. These are the first properties that SILC has been able to purchase and by owning them we can now ensure that the people we support who live in these houses have security of tenure.

So whilst the year has had its challenges we



**Tony Marsden**

TUMUAKI KAIWHAKAHAERE  
CHIEF EXECUTIVE OFFICER

have also been presented with a number of opportunities that ensure we continue to build on what we have and improve our services.

## Service

As at 30 June 2022 SILC supported 66 people in 24/7 residential services and 90 people in the community. Demand for services continues to grow and one of the barriers to being able to meet this demand is the lack of housing that meets the needs of disabled people. SILC continues to build relationships with both government, community and private housing providers to source appropriate accessible housing for the people we support. There is no single solution to the housing issues Tauranga faces and it is important that we continue to advocate for solutions that meet the needs of the people we support.

SILC is in a privileged position to be able to work alongside the people we support and their families. It is a responsibility we take seriously and we are committed to doing the best we can to support people to have a good life.

Our work with Oranga Tamariki continues and over the past year we have commenced support of an additional two young people. This is another area



where demand for our services is growing and we are mindful of the need to ensure we have the capacity to deliver the right supports. This means having the right staff with the right skills to support young people.

A critical component to ensuring we continue to deliver good services is having the right leadership in place to support our frontline staff. Over the past year our GM SILC has been working on a leadership model that will better support our teams to deliver positive outcomes. This has involved identifying the specialist requirements and industry expertise we need in our leaders and developing a service leadership structure that reflects the needs of the organisation now and into the future. At the time of writing the service leadership structure had been finalised and recruitment for the various roles had commenced.



**“We continue to invest in training and personal development for all staff and this year we have undertaken a number of initiatives aimed at improving service delivery and upskilling our teams.”**

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We continue to look at ways in which we can improve how we record and store information and in particular how we can make it an easy and efficient process for our support staff. We want our support staff to be able to focus on the people they are supporting whilst still capturing and reporting important information. Technology provides us with an opportunity to do this. The rollout of our Client Relationship Management System continues with more teams now using the technology in their day-to-day work. This coupled with improvements to our health and safety reporting through the development of an in-house health and safety app has made for better and more timely reporting.

## **Our People**

SILC firmly believes that the foundation of having the right people with the right training doing the right job will put us in the best position to deliver the quality support we aspire to. We continue to invest in training and personal development for all staff and this year we have undertaken a number of initiatives aimed at improving service delivery and upskilling our teams.

Our service leadership team led by our GM SILC

has developed and implemented a new induction programme that all new team members undertake when joining SILC. It is a comprehensive induction that is conducted over 12 training days throughout the first year of service that draws on external and internal expertise from various experts to train our staff in all facets of support. This has proved to be extremely successful with the team receiving positive feedback from participants.

Another area we have focussed on over the past year has been cultural awareness and our obligations under Te Tiriti o Waitangi. A number of our staff attended Cultural Awareness Training over six two-hour sessions conducted over a six-week period. This was facilitated by the team at Kanuka Wellbeing and Leadership here in Tauranga and I was fortunate enough to be in the first group that undertook this training. It is a fantastic programme and one that will help all of our staff. The team at Kanuka have also supported a group of our staff to deliver this training and SILC staff now deliver this training to our teams.

We also started training on Te Tiriti o Waitangi for staff which was delivered over a number of weeks and culminated in a visit to Huria Marae where we were welcomed with a powhiri and heard from local kaumatua about the history of the local iwi and Tauranga. This training coupled with our cultural awareness training has been hugely beneficial and I have every confidence it will be reflected positively in the support we provide.

We also continue to focus on ensuring our frontline staff receive the best up-to-date refresher training available and have had a number of staff complete:

- Positive Behaviour Support
- Autism Training
- CPI – Crisis Prevention Institute
- Level 3 Health and Wellbeing

**“I am privileged to work with such a great group of people who truly believe in our purpose and are always striving to do better.”**

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We are grateful for the funding support we receive from Te Pou which ensures we are able to continue to provide ongoing training to our people.

## Summary

So whilst 2021/22 has presented its share of challenges it has also presented a number of opportunities which we have seized upon. These opportunities provide us with the tools that will help us in our bid to continually get better at what we do.

Our purpose is simple. It is “good people doing good things, supporting people in their pursuit of a good life”. I am privileged to work with such a great group of people who truly believe in our purpose and are always striving to do better.

I would like to take this opportunity to thank the Board of SILC for their ongoing guidance and support.

I also want to thank the team at SILC for the fantastic work you have all done over the past year.

Finally, I want to thank the people we support and their families for allowing us the privilege of working 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

	2021/22	2020/21
MOH	13,810,579	12,097,616
MSD	85,328	14,635
Private & Individual	235,459	139,284
Oranga Tamariki	714,444	121,446
ACC	220,515	164,173
Grants	33,412	82,738
Sundry Income	344,761	219,195
<b>Total Income</b>	<b>15,444,498</b>	<b>12,839,087</b>

## Expenses

	2021/22	2020/21
Operating	1,221,272	1,176,396
Administration Expenses	1,937,931	713,387
Employment	11,721,899	10,531,084
Finance Expenses	4,961	-4,266
<b>Total Expenses</b>	<b>14,886,063</b>	<b>12,420,867</b>

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



Thank you to our supporters

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