

Trustee of the Wilson Home Trust - Letter of Expectations

Dr Lester Levy
Chairman
Trustee of the Wilson Home Trust

24 March 2017

Adina Halpern
Chair
The Wilson Home Trust Committee of Management

By Email

Dear Adina

Letter of Expectations 2017

This is the first Letter of Expectations from the Trustee of the Wilson Home Trust (being the Waitemata District Health Board) to the Wilson Home Trust Committee of Management.

The purpose of this letter is to create greater clarity for the Wilson Home Trust Committee of Management about its role in running the day to day operations of the Wilson Home Trust. The letter outlines the Trustee's expectations in terms of culture and behaviours as well as the priorities for the Wilson Home Trust. The Trustee expects to receive a draft Statement of Intent from the Wilson Home Trust Committee of Management detailing the steps they will take in respect of these expectations.

The broad nature of the Trustee's powers as set out in the Trust Deed determines that the Trustee has ultimate responsibility for the Wilson Home Trust, from a financial, performance and reputational perspective. The Trustee expects the Wilson Home Trust Committee of Management to build a culture and behaviours within the Wilson Home Trust that demonstrate accountability and transparency to the Trustee on an ongoing basis. As is the case for the Trustee, Committee of Management members must act in the best interests of the Wilson Home Trust when exercising judgement and decision making and also act with honesty and integrity.

The Trustee expects that relevant legislation, the Trust Deed and the authorised purposes set out in the Trust Deed are complied with. The beneficiaries of the Wilson Home Trust are children (21 years of age or younger) with a primary disability that is physical living in the northern half of the North Island (children) and their families (beneficiaries). The Trust Deed states that the overall purpose of the Wilson Home Trust is to apply its assets and funds to provide care and rehabilitation to children and to provide respite and assistance to their families and work within the community to further such objectives.

The Trust Deed further outlines non-exclusive authorised purposes of the Wilson Home Trust as follows:

- Residential care to children;
- Provision of medical, dental and nursing services to children;
- Education, training, rehabilitation, physiotherapy treatment and enhancement of skills and quality of life of children;
- Residential accommodation for families of children including providing advice, nursing assistance, parent liaison and training for such families;
- Training and research into the treatment, assistance, rehabilitation and best practices for dealing with children and disseminating that knowledge through training of staff, conferences, publication of papers and similar activities;
- Co-operating with other service providers with similar objectives to form partnerships to provide assistance and services and combine knowledge to assist children;
- Accepting contracts from health authorities and other agencies for services to assist beneficiaries, provided such contracts are likely to be profitable.

The Trust Deed provides more details on the powers relating to the Lake Road site, the nature of the services and the broad powers of the Trustee. In particular the Trust may choose to provide services by employing people, using volunteers, engaging outside contractors, subsidising organisations that provide such services, providing premises, facilities, equipment or trained staff or experts to provide services.

The methodology and means of complying with the authorised purposes set out in the Trust Deed will require active leadership from the Committee of Management to ensure the Wilson Home Trust is acting in a contemporary manner. Clarity around what the Wilson Home Trust does is paramount and the development of an objective prioritisation process will build the foundation for achieving such clarity.

Beneficiaries living in the entire geographic area the Wilson Home Trust covers have a reasonable expectation of benefitting equally from the Wilson Home Trust. In addition to the geographic spread of beneficiaries and to reduce health inequities, focus must also be given to beneficiaries in the Maori and Pacific communities. The Wilson Home Trust must have a wide beneficiary focus in terms of engagement and decision making to ensure that the objects of the Trust Deed are met. The Committee of Management's decision making will need to balance being evidence based with the competing interests between the local North Shore Wilson Home Trust community and the needs of all beneficiaries.

There is also a wider stakeholder group who are important partners, advocates and supporters of the Wilson Home Trust. The Statement of Intent should include the steps the Committee of Management will be taking to improve engagement with beneficiaries and stakeholders, including performance metrics to measure progress and analyse trends. There are opportunities for fundraising and further development of a strong Wilson Home Trust brand. Marketing, fundraising, brand development, communications and digital innovation require focus to deliver outcomes in these areas and ensure decisions are made that are beneficiary centric.

Longer Term Plan

The Wilson Home Trust is facing a number of complexities in respect of the Lake Road site that present opportunities for the future direction of the Wilson Home Trust, but also have potential implications on the Wilson Home Trust's main revenue streams. The Trustee expects the Committee of Management to work collaboratively with the Trustee, beneficiaries and relevant stakeholders to develop a long term plan for the Wilson Home Trust that aligns with the Trust Deed. This will require strong leadership and critical thinking to assess the options available to the Wilson Home Trust moving forward.

Grants

The Trustee expects the grant policy, processes and procedures to be subject to an overarching review and assessment of what grants should be paid to ensure the authorised purposes set out in the Trust Deed are complied with. Once this review has been completed, the grant criteria need to be clearly articulated to the Trustee, beneficiaries, stakeholders and partners.

It is expected that the Committee of Management actively manages the grants. Robust controls need to be in place and the Trustee expects regular reporting against the grant policy, processes and procedures to ensure transparency and appropriate oversight.

Finance

Accountability and transparency in budgeting and reporting is expected from the Committee of Management. The draft Statement of Intent should contain detail of the Wilson Home Trust's operations and costs. Ongoing reporting which measures performance against the Statement of Intent will be expected.

The Wilson Home Trust must protect and maintain its physical assets and manage and grow its financial investments. These physical and financial assets are the means by which the Wilson Home Trust can meet the objects of the Trust Deed. The Committee of Management must act with financial prudence and aim to improve year-on-year financial performance.

The principle of 'no surprises' is to be adhered to by the Committee of Management. The Trustee wants early notification of key risks and issues the Committee of Management is facing and the methodology for mitigating those risks. With respect to major decisions relating to the Wilson Home Trust, the Trustee needs to be informed at an early stage to ensure alignment of thinking by both the Trustee and the Committee of Management.

The Trustee expects to review the draft Statement of Intent outline, in sufficient detail, the scale and scope of activities (including services) the Wilson Home Trust will undertake in 2017 with expected outcomes and how those outcomes will be measured. It is expected that out of scope activities will be clearly articulated.

Key focus areas for inclusion in the draft Statement of Intent will be:

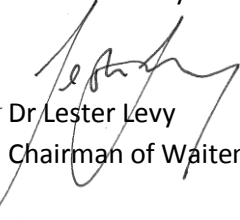
- A budget outlining costs of operations that can be monitored.
- Work to ensure the facilities on the Lake Road site are seismically sound and fit for purpose.
- Work with the Trustee on a longer term plan for the future strategic direction of the Wilson Home Trust, in particular the future use of the Lake Road site and other properties owned by the Wilson Home Trust.
- Work to provide evidence that health and safety legal requirements are met, not only by the Wilson Home Trust, but other PCBUs (person conducting a business or an undertaking) that occupy the Wilson Home Trust properties.
- Work to facilitate beneficiaries understanding of access to 'out of scope' activities through reference to websites or contacts for support access, clinical access or educational access.
- Work to demonstrate that the activities of the Wilson Home Trust are benefitting beneficiaries across the geographic region as set out in the Trust Deed.
- Work to effectively engage with beneficiaries and stakeholders through improved communications, brand development, marketing and digital innovation.
- Work to demonstrate that there are robust controls in the grant policy, processes and procedures to ensure transparency and accountability.

The Trustee expects to see better and earlier engagement from the Committee of Management to allow the Trustee and Committee of Management to work collaboratively. The Wilson Home Trust is in a healthy financial position in terms of assets and the grounds at the Lake Road site create a very special and restful environment which complements the rehabilitation, respite care and education services provided.

However, the priorities set out in this letter will be challenging and require sound judgement and decision making. The Trustee believes this can be achieved and the Wilson Home Trust can continue to play an important role in the lives of not only children, but also their families.

The Trustee looks forward to working with the Committee of Management and receiving the draft Statement of Intent by 1 June 2017.

Yours sincerely



Dr Lester Levy

Chairman of Waitemata DHB as Trustee of the Wilson Home Trust