

The Wilson Home Trust Statement of Intent

June 2018



The Wilson Home Trust

For Children with Physical Disabilities

www.wilsonhometrust.org.nz



April 2018 School Holiday Art Activity

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1. Foreword from the Chair of the Committee of Management, Adina Halpern

- 1.1. I am delighted, in this second Statement of Intent of the Committee of Management (**COM**), to be able to report on the achievements of the COM in response to the Trustee's first Letter of Expectations. In this document we describe those achievements, as well as the work plan and KPIs for 2018/19, which will be monitored by the Waitemata District Health Board (**WDHB**) as the Trustee, and our vision for the future direction of the Wilson Home Trust (**WHT**).
- 1.2. This year saw the retirement of Fraser Boddy in December 2017, after serving on the WHT for nearly two decades. We are extremely grateful to Fraser for his wise guidance and historical knowledge of WHT, which assisted with the smooth induction of new members of the Committee in 2017. Jacob Vermunt was appointed as of 1 January 2018 as his replacement by CCS Disability Action (Auckland).
- 1.3. The COM is focused on achieving the overall purpose of the Trust, which, to quote the Trust Deed, is: *"to apply its assets and funds generally to provide care and rehabilitation to Children with Disabilities living in the Qualifying Area and to provide respite and assistance to their Families and to work within the community living in the Qualifying Area to further such objectives."*
- 1.4. There are a number of significant challenges to be overcome in the next few years, and we hope to do this in partnership with our beneficiaries and stakeholders, which include the local residential community who enjoy the amenity value of the Lake Road site. We describe those challenges below. Important progress made in the past year includes:
 - (a) Beginning to look at options as to how the value of the Lake Road site could be utilised to provide maximum value to beneficiaries;
 - (b) Relationships with stakeholders and beneficiaries have been greatly improved;
 - (c) We have almost completed the investigation of capital works which are required to resolve issues in some buildings and such work will be commenced in the year 2018/19;
 - (d) Additional revenue streams are being explored, to ensure that grants and services to beneficiaries are sustainable;
 - (e) COM is prioritising expenditure to ensure that beneficiaries across the qualifying area are treated equitably, with a focus on addressing hardship and greatest need.
- 1.5. We look forward to continuing to actively engage with a wide range of beneficiaries and stakeholders in 2018/19 as we develop our strategic plan, which will include a master plan for the Lake Road site to explore its potential under the new planning regulations.

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2. Strategic Context

2.1. **Governance:** The WHT was set up as a charitable trust in 1937 (registration number CC21396) to provide a home for crippled children. In 1999, the Court varied the original trust deed in light of changed medical treatments, social conditions, and treatment approaches. The day to day running of the WHT is managed by a Trust Manager and the COM, subject to the control of the Trustee, which is WDHB. Of the five members of the COM, two are appointed by CCS Disability Action (Auckland), and three are appointed by WDHB.

2.2. **Beneficiaries:** Beneficiaries are defined in the Trust Deed as:

- (a) children aged under 22 years of age and their families;
- (b) who have a primarily physical disability; and
- (c) live in the qualifying area, which is the “old” Auckland Province, roughly the upper North Island (see map below).



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2.3. What WHT provides:

2.3.1. WHT provides:

- (a) **grants** for equipment, activities, emergencies, counselling and holidays;
- (b) **services** such as swimming in the hydrotherapy pool and school holiday programmes for physically disabled children and their siblings;
- (c) support of events, activities and subsidies for the provision of **respite care and rehabilitation services** at the Wilson Centre;
- (d) **assistance to other service providers**, such as Touch Compass, Art Adventure, Starjam, GenevaElevator and the Wilson School, by the provision of premises at no charge or at a reduced rate; and
- (e) **beautiful gardens and a chapel** for the local community and Takapuna Grammar, which are used for weddings, other events and school activities (such as drumming).

2.3.2. How WHT supports the quality of life and social wellbeing of beneficiaries across the qualifying area and the reduction of health inequalities for the Maori and Pacific communities will be the subject of further work during 2018/19, in consultation with beneficiaries and other stakeholders. In particular the WHT is looking at how services provided on the Lake Road site can be replicated across the qualifying area in places of greatest need and forming partnerships with Maori and Pacific community leaders to enable the WHT to increase the impact it has on beneficiaries in those communities.

2.4. **Revenue:** The main source of income are from rental payments by WDHB, which runs the Wilson Centre and the Ministry of Education which runs the Wilson School. WDHB's lease expires in June 2019. The future planning of WDHB Child Services, ACC (which funds rehabilitation services) and the Ministry of Health (**MOH**), which funds respite care, have a major impact on the WHT and are crucial to our future planning. In addition, there is income from weddings and other events, donations, and investment income.

2.5. Financial Overview

2.5.1. The following summary of financials supports the work plan for the Wilson Home Trust.

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Wilson Home Trust Operating Budget for year ending 30 June 2019

	2017-18 Budget	2018-19 Budget
Income		
Bequests	\$ 500,000	
Donations - Other	\$ 20,000	\$ 18,000
Event Income	\$ 50,000	\$ 35,000
Interest Income - Cash	\$ 10,000	\$ 1,000
Grant Income		\$ 40,000
Other Income		
Rental	\$ 915,000	\$ 908,257
Gross profit	\$ 1,495,000	\$ 1,002,257
Less Operating Expenses		
ACC Levy	\$ 2,400	\$ 800
Accountancy	\$ 19,500	\$ 4,800
Administration Costs		
Advertising	\$ 750	\$ 1,000
Audit Fees	\$ 15,000	\$ 12,000
Bank Fees	\$ 775	\$ 850
Building & General Maintenance	\$ 35,000	\$ 30,000
Cleaning	\$ 8,500	\$ 8,600
Committee Fees	\$ 68,000	\$ 68,000
Computer Expenses & Repairs	\$ 5,000	\$ 6,000
Consultancy Fees	\$ 14,500	\$ 10,000
Contractors	\$ 38,000	\$ 25,000
Donations Paid		\$ -
Event Expenses	\$ 35,000	\$ 32,750
Family/Children Grants	\$ 300,000	\$ 300,000
Garden Materials	\$ 8,500	\$ 8,500
General Expenses (incl subscriptions)	\$ 2,500	\$ 2,500
Grounds Maintenance	\$ 18,000	\$ 25,000
Hospitality	\$ 2,000	\$ 1,000
Insurance	\$ 1,500	\$ 2,000
Lawnmowing	\$ 17,000	\$ 18,000
Legal expenses	\$ 5,000	\$ 2,000
Management Fees - Investments	\$ 40,000	\$ 30,000
Printing, Postage & Stationery	\$ 4,500	\$ 5,500
Property Projects	\$ 400,000	\$ -
Rates - Water	\$ 26,000	\$ 14,000
Research		\$ -
Salaries	\$ 350,000	\$ 327,632
Security	\$ 1,000	\$ 1,000
Staff Development & Training	\$ 1,000	\$ 3,000
Staff Recruitment		\$ 600
Subscriptions		\$ 500
Telephone & Internet	\$ 7,200	\$ 7,000
The Cottage		\$ -
Travel - Domestic	\$ 3,000	\$ 11,400
Vehicle lease		\$ 7,200
Volunteer Expenses	\$ 1,000	\$ 1,000
Web Site	\$ 5,000	\$ 2,500
Total Operating Expenses	\$ 1,435,625	\$ 970,132
Operating Profit	\$ 59,375	\$ 32,125

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2018/19 Budget Assumptions

- Revenue
 - 2017/18 budget included bequest income of \$500,000 from a property sale. This is still pending but the income line has now been moved out of the general operating budget, as this is deemed an extraordinary income item.
 - Event income overstated in 2017/18 budget, as this income is from weddings onsite. 2018/19 budget is based on 35 weddings at an average price of \$1,000
 - Rental income in 2018/19 budget is based on current lease agreements annual rentals plus any CPI increase. There is also a decrease of \$18,850 from the MOE who are no longer renting an additional room for the Wilson School.
 - A new revenue line of \$40,000 for potential grant and sponsorship funding has been included in 2018/19.
- Expenditure
 - Reduced costs in 2018/19 in accountancy and audit fee, due to renegotiation of these supplier contracts.
 - Less need for contractors and consultant fees in 2018/19 as we have permanent staff filling some of the areas of responsibility that were contracted out last year.
 - Property projects costs have been removed from the 2018/19 operations budget as these are extraordinary capital expenditure costs and will be reflected in a separate capex budget to address known property issues.
 - Travel budget increased in 2018/19 to allow for travel to regions on regular basis.
 - Website budget decreased as content management will come in house in the new financial year.
 - Rates budget reduced to reflect the Trust's share as per current lease agreements.
 - New budget line of lease of a vehicle in 2018/19 which is needed for Wilson Home Trust to travel in and around the greater Auckland area and into the Waikato.

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2.6. Property and Buildings

- 2.6.1. **Building Conditions.** The Lake Road site contains a number of buildings of various ages and conditions, some of which are challenged by their current use. The Committee is in discussion with WDHB in an endeavour to establish their future use of the site and specific buildings. Once completed, this exercise will enable the Committee to take appropriate steps to ensure buildings are fit for purpose going forward.
- 2.6.2. **Seismic.** A seismic assessment of all buildings on the site was undertaken some time ago establishing the fact that certain buildings on the site fall short of the minimum standard required for occupation by a Government controlled entity. Over the last year seismic engineers have been engaged to review earlier work, inspect specific buildings and come up with code complying design recommendations which when implemented will increase the seismic rating to a minimum 67% NBC. This work is ongoing and we are hopeful of its completion during the coming year.
- 2.6.3. **Asbestos.** The extent of asbestos and materials containing asbestos within components of the various buildings has been established and an “Asbestos Management Plan” for the site, drafted by Accurate Consulting Ltd, has been formally adopted. This plan will provide a safe basis for all future work on affected buildings. The plan also includes the need for regular air quality tests to ensure full compliance with appropriate standards.
- 2.6.4. **Lease Term.** The current lease between the Trust and WDHB expires in June 2019. The Committee is engaging with WDHB through a Strategic Working Group to establish the Board’s future use and requirements of the site. Based on the outcome of these discussions and a clearer understanding of the future expectations for use of the site by WDHB, the Committee intends to move quickly to address the issue of the suitability of specific buildings in their current configuration. This opportunity and the likely capital expenditure required to meet future site operational requirements will no doubt influence the basis of any future long term lease negotiations.
- 2.6.5. **Future Development Potential.** Under the Trust Deed the WHT is required to maintain the main Wilson Home building (the “Homestead”) and / or where continuing repair becomes uneconomic, to replace the building with one of similar character. There are also obligations to maintain the grounds in a state which is “restful, attractive and assisting of convalescence and in the spirit and to the standard which the original settler would have wished to have been upheld”. Whilst fully recognising this obligation the Committee have engaged a Planner to provide a comprehensive report on the future development potential of the 5.1 hectare site based on the outcome of the Unitary Plan recently adopted by Auckland Council. This report will provide the Committee with a sound basis for considering any future opportunity for the site, be it in the form of modifications to existing structures, new buildings or possible subdivision of the site.
- 2.6.6. No development will take place without extensive consultation with the local community and beneficiaries.

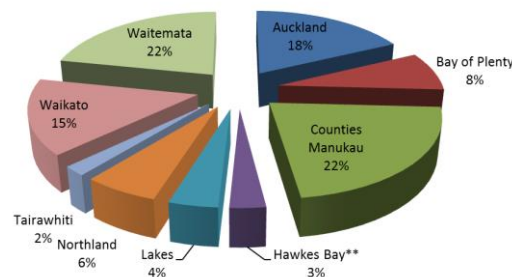
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2.7. Support to Beneficiaries

- 2.7.1. The Trust beneficiaries are resident across a large qualifying area covering the districts of the following DHBs: Northland, Auckland, Waitemata, Counties Manukau, Waikato, Lakes, Bay of Plenty, Tairāwhiti, and the northern half of Hawkes Bay DHB.
- 2.7.2. The population of children in this area is uneven, but it appears from an analysis of census data that 62% of eligible children and young people live in the metro Auckland area (22% each in Counties Manukau and Waitemata and 18% in the Auckland DHB areas). When deprivation is considered, the majority of children in the total area who live in quintile 4 or 5 of deprivation reside in the Northland, Tairāwhiti, and Counties Manukau areas, though this statistic represents a small number of the total number of physically disabled children in the qualifying area.¹

Estimated Eligible Population by DHB Area



- 2.7.3. The fact that people with physically disabled children are choosing to live in metro Auckland because of specialist services (including those provided on the Wilson Home site) was born out by the workshops which the COM undertook during May and June 2017. The deprivation in Northland was underlined by participants at a workshop in Whangarei, and the strategic direction of the WHT must take into account that deprivation and, therefore, need is different across the qualifying area.
- 2.7.4. While some services provided at the Lake Road site will not be relevant to beneficiaries who reside outside metro Auckland (e.g. swimming), beneficiaries who usually reside outside metro Auckland may reside at the Wilson Centre for a period. The WHT is conscious of the importance of information (including in relation to 'out of scope' activities) and networks and a new WHT website and the employment of a full time Resources and Support Coordinator will assist with enabling beneficiaries to access clinical, educational and other support. The WHT is also looking to replicate activities or support groups providing activities and services to beneficiaries across the qualifying area.
- 2.7.5. **Partnership with beneficiaries and stakeholders:** The COM sees engagement with beneficiaries and stakeholders (including the local residential community, WDHB and other DHBs across the qualifying area, ACC and the Ministry of Health) as critical to the WHT achieving its potential and meeting its overall purpose. The staff at WHT are continuously

¹ From 2013 census data, for the ages 0-14 the rate of physical disability in New Zealand is 11%, and for the ages of 15-22 the rate is 16%. Rates of physical impairment have been used to determine estimated numbers of eligible children living in each DHB region.

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developing and strengthening existing relationships as a crucial part of their roles and much effort was made in 2017 to engage with beneficiaries and stakeholders, which has resulted in a significant improvement in such relationships.

2.7.6. **Outcomes from feedback:** WHT has responded to the feedback it received from the survey and the workshops undertaken with beneficiaries in 2016/7 by:

- (a) Employing a full time Resources and Support Coordinator and it is intended that during 2018/19 further regional support will be provided;
- (b) Improving communications, with full time staff now onsite at the Wilson Home Trust Cottage between 8.30am and 5pm, ensuring the phone is answered during office hours and messages are responded to;
- (c) Creating a new website with up to date information about disability activities, resources and services, a monthly newsletter and Facebook page with information and event updates;
- (d) Being transparent about the grants and funding offered by the WHT, with information which is now easier to access and a process which has been further refined;
- (e) Reinstating popular activities such as the school holiday programme;
- (f) Offering crisis grants for cases of severe hardship;
- (g) Working with staff at WDHB to “put the magic back” into the Wilson Centre and enhance its warm and welcoming atmosphere.

2.7.7. **Feedback - strengths and other continuing work streams:** Many praised the WHT’s goal of helping children with physical disabilities and their families. A unique point of difference for the WHT is its mission to help the wider families of children with physical disabilities. Other matters raised in workshops during 2017 are still being worked on or considered, as follows:

- (a) Improving the WHT’s communication strategy and using multiple communication channels to ensure the WHT engages with all stakeholders;
- (b) How to best help families navigate the plethora of information in the disability sector as well as connect with other parents, agencies, and organisations;
- (c) Re-affirming alliances, partnerships and opportunities for collaboration with other organisations across the region to maximise the benefits for local communities;
- (d) Advocating on behalf of the disability community and become a strong voice for families with children with physical disabilities;
- (e) Looking for opportunities to fundraise and seek sponsorships to increase the revenue base and help fund programmes and support; and
- (f) Becoming an inspirational model for other organisations and communities to replicate or partner with across the region.

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3. Work plan

3.1. The following table details the scope of activities (including services) the WHT will undertake in 2018/19. Out of scope activities are also articulated. Progress on these key priorities will enable the WHT to play an important role in the lives of not only services with physical disabilities, but also their families, in the years to come.

Key projects and initiatives	Outcome	2018/2019 Measurement
<i>Future planning</i>	Development of strategic plan	<ul style="list-style-type: none"> A 3-5 year strategic plan will be developed in consultation with stakeholders, beneficiaries, and the Trustee. A master plan, identifying the site potential for future development within the Trust Deed, will be created, responding to the expectations of the current user groups.
<i>Financial stewardship</i>	Improved financial position	<ul style="list-style-type: none"> A 3 year investment strategy will be completed. A 3 year facilities capital plan will be completed.
<i>Support to beneficiaries</i>	Valued services to beneficiaries	<ul style="list-style-type: none"> Identify how support to beneficiaries will be provided in consultation with beneficiaries and stakeholders. Beneficiary data will be collected on all grant applications, including geographical and ethnic information.
<i>Building compliance to standards</i>	Maintenance and upgrading of WHT buildings/sites	<ul style="list-style-type: none"> An asbestos register is being maintained on all buildings owned by the WHT and an asbestos management plan has been implemented. Necessary seismic work will be completed on all buildings owned by the WHT.
<i>Engagement</i>	Engagement with stakeholders and beneficiaries	<ul style="list-style-type: none"> Regular and on-going engagement with beneficiaries, including by way of social media, focus group meetings, and engagement of interested groups. The COM will report, in writing, quarterly to the Trustee Board, and the Chair of the COM and Trust Manager will meet with the Trustee Board bi-annually. MOH, ACC, tenants/licensees, and the local community will be consulted as part of the strategic planning process
<i>Public communication and awareness</i>	Communication	<ul style="list-style-type: none"> A communication plan will be developed and implemented and will include the following <ul style="list-style-type: none"> regular monthly email newsletters the website and Facebook page content will be updated regularly traditional media opportunities Presentation to stakeholder groups and other not for profit organisations who support WHT beneficiaries exploration of new media/digital opportunities for promotion and raising awareness of WHT and its services

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4. Key Performance Measures

- 4.1. The following key performance measures (**KPI**) and targets form the basis for the COM's accountability. These measures will be reported to the Trustee quarterly.

Deliverable	Complete
Expenditure matches budget.	
All grant applications received are acknowledged in writing within 5 days.	
All grant applications received are presented to COM within 30 working days of receipt.	
All grant applicants receive decision of COM in writing within 5 working days of COM meeting.	
All grants approved meet Trust Deed criteria.	
All grants approved have been processed according to WHT policy.	
Data on age, ethnicity, residential area, and type of disability is maintained on all written applications received, accepted, and declined.	
Production of monthly reporting on grant funds committed and distributed.	
Health & Safety site meetings occur monthly.	
Health & Safety Risk register is maintained and signed off bi-monthly by COM.	
Annual review of the asbestos management plan by COM.	
Bi-monthly review of asbestos risk register	
Draft master plan and strategic plan developed for consultation with beneficiaries and stakeholders including how support to beneficiaries meets the Trust Deed, by August 2018	
WHT supports the quality of life of beneficiaries across the qualifying area and can illustrate how it increases social wellbeing and quality of life for Maori and Pacific beneficiaries in the WHT's qualifying area. The COM will work on forming partnerships to increase its impact in the communities where there are greatest need and be able to show how it targets equity focused grants and services by June 2019	
Consultation with beneficiaries and stakeholders by mid October 2018	
Further planning report on the implications of the unitary plan, after consultation with beneficiaries, by December 2018	
A detailed communication plan is implemented by December 2018	
Heads of Agreement signed with key tenant/tenants by January 2019 to enable the financing of any refurbishment or building to take place during 2019/2020	