



The SILC Charitable Trust Annual Report 2017 - 2018

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Our Philosophy

The SILC Charitable Trust believes all people are valuable contributing members of their communities.

Communities need support to embrace all people to ensure their community is a place where everyone belongs.

Our Vision

A strong local community that embraces human differences and diversity.

A place where everyone belongs.

Our Mission

We work to strengthen individuals and the communities in which they live:

Recognising the uniqueness of all and utilising the key ethics of:

Collaboration through consensus
Engendering trust and confidence
Professionalism and integrity





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

Chair Report



"We are firmly focussed ahead. There are exciting opportunities at SwitchedOn, there is an exciting new environment with System Transformation, and I am proud to be associated with the team"

Ron Scott
Chair

I have pleasure in presenting the annual report for The SILC Charitable Trust for the year ended June 2018.

Last year I commented on how SILC is, in many respects, at the mercy of external influences over which we have little or no control. One example was the Pay Equity Settlement decision which gave a much needed boost to the incomes of our workforce. Another was the impact of changes in health and safety regulations. In the current year we have been interested in understanding what the change in Government in 2017 means for SILC and the wider sector.

In order to be more proactive in addressing some of these strategic issues the Trustees and Executive Team met for a day early in the year to begin a strategic planning process. We identified some of the mega trends both locally and further afield. We asked what that meant for our mission and if and how the services we offer will change.

This strategic work continues and the Board met again recently to bring more detail to the strategy.

So the first point I would want to make is that the trustees are firmly future focussed to ensure that the people we support will continue to benefit from their relationship with SILC and that we can reward their trust in us with opportunities to enhance all aspects of their lives.

Having said that, this is a report on last year so I will make a few remarks in review.

Firstly, I would like to thank the hard working trustees Sarah Davey, Keith Appleton, Richard Buchannan and Richard Coad who volunteer their time and more importantly their wisdom and experience to oversee the affairs of the Trust. In addition to the meetings, trustees have also taken opportunities to meet people we support in their homes, engage in events such as the Christmas function, meet with auditors, engage with each other between meetings as events require and do all this in a spirit of goodwill. They are pleasure to work with.

Similarly, the work ethic of Tony Marsden and his staff is wonderful and I particularly want to thank the Executive Team for the excellent service they provide to the Board in terms of keeping us aware of the state of the organisation. The strength of the team is indicated in how the CEO was able to have an extended leave and his team kept the ship running on an even keel.

Chair Report

This year the Trust moved to new premises in a more accessible site away from the CBD. Thanks to all involved that ensured this went relatively smoothly. The move coincided with a restructuring of SILC which we hope has made our services more productive.

As always, funding is an issue and we wait in anticipation for the Residential “Transparent” Pricing Model to live up to its name.

Trustees have spent some time thinking about how ‘System Transformation’ will roll out in such a way that the people we support gain maximum benefit from a strong and resilient SILC. Together with staff we have attended meetings on Communities of Practice and discussed what the future may hold.

This report circles back to the future. We are firmly focussed ahead. There are exciting opportunities at SwitchedOn, there is an exciting new environment with System Transformation, and I am proud to be associated with the team.

CEO Report



I am confident that if we use our purpose and our strategic objectives as the litmus test for the decisions we make we will continue to make a positive difference in the lives of the people we support and our communities.

Tony Marsden CEO

It is with pleasure that I present to you my CEO report for The SILC Charitable Trust Annual Report. The 2017/18 year has been a very busy year for the Trust and its entities as we navigated our way through a number of changes. One of the biggest changes this year has been the change in government. It's still relatively early days so it's not surprising we haven't heard any major policy announcements that relate directly to the disability sector. However indications are that the government remains committed to System Transformation and the shift to disabled people having more choice and control over how their funding is used. This continued commitment to this major shift is great news and welcomed and we will continue to work on ensuring we are ready for these changes. We are hopeful any work the government does also includes a review of the existing funding model to ensure funding reflects actual costs.

This year the Board and Executive Team worked together to review our purpose and to develop our strategic plan for the next 5 years. This was the first time the Board and all of the Executive Team have had the opportunity to work together to do this planning and with the guidance of an external facilitator we were able to identify our four key strategic priorities which will be the touchstones for everything we do moving forward. Our purpose and the four strategic priorities are:

Purpose:

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

Our 4 Strategic Priorities are:

- We facilitate person directed services, partnering with disabled people, their family/whanau and community.
- We have an engaged, flexible workforce of exceptional people capable of delivering on our purpose.
- We are financially sustainable, creating surpluses for reinvestment aligned with our purpose.
- We are creative, innovative and responsive in everything we do.

If we use these as our litmus test for the decisions we make I am confident that we will continue to make a positive difference in the lives of the people we support and our communities.

The Trust also moved offices this year after more than 15 years in Durham Street. We now reside on Eleventh Ave. The new offices are more modern and the additional space has allowed us to bring in the Supported Independent Living Team from its Cameron Road location into the new offices. There has been a period of getting used to the new open plan design but the team have now well and truly settled into the new building and are enjoying the benefits of all being together under the same roof.

July saw the implementation of the Pay Equity Settlement Agreement which saw all Support Workers receive a pay increase and move to a qualifications based pay scale. This is the first increase in what will see yearly increases over the next four years. This recognition of the valuable role that Support Workers play has been a long time coming and I have enjoyed hearing the stories from staff of the positive difference it has made in their lives.

SILC

The work the Board and Executive Team have done on defining our purpose and setting our strategic objectives will guide our work over the coming years and in particular set our direction through the transition period and guide us through the changes required as we move into System Transformation.

Our purpose statement 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. During the year we have been reviewing our systems and processes challenging their relevance and efficiencies, removing processes that do not add value and challenging our thinking about what is important to know and do. I would like to thank line managers and staff for their support, patience and their commitment through this. Our strategic goals are about being focused on the experience of the people we support, and preparing and supporting our staff and the organisation for a changing sector.

People Supported By Service



■ Total Number RSS ■ Total Number SILS

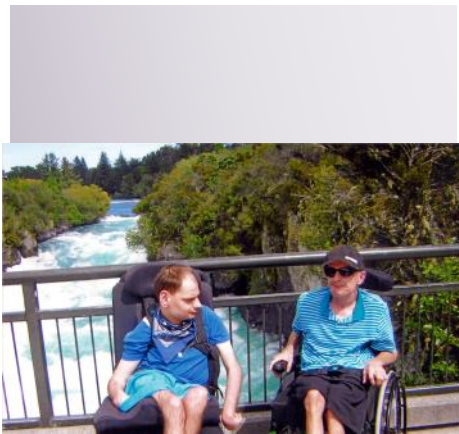
During the year we supported 55 people in 24/7 residential support arrangements many of whom have had a long partnership with SILC and with 4 new referrals during the period.

We are seeing an increased complexity of need in the referrals we are receiving and finding living options within the funding offered is presenting new challenges for the organisation.

People Supported by Gender

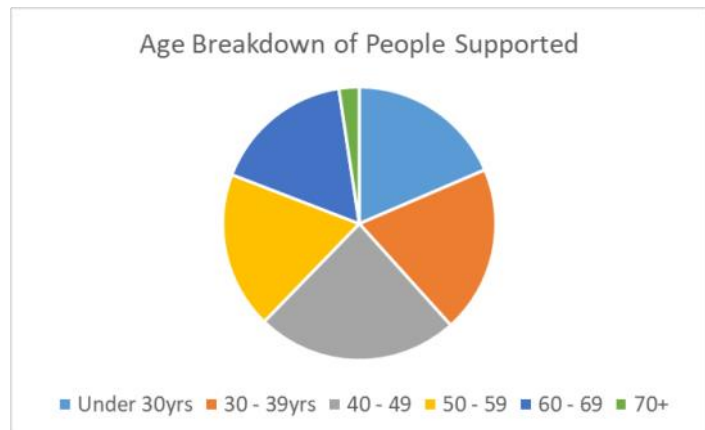


■ People We Support Male ■ People We Support Female



SILC

We have supported 109 people in support situations within their own homes and communities. We have been working closely with the DHB to support people with early onset dementia and long term chronic health conditions, often compounded by complex social support needs. 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.

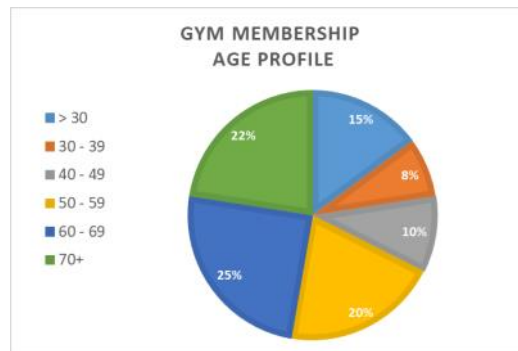


We continue to offer a professional development programme, internally offering the New Zealand Certificate in Health and Wellbeing Level 3 and supporting staff completing their Level 4 with external providers including Careerforce, Open Polytech and Toi Ohomai. During the reporting period, 29% of our staff have achieved Level 3 as a minimum qualification in Health and Wellbeing and 38% of our staff have achieved a Level 4 qualification (or equivalency). 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. We thank Te Pou for their support of funding for these programmes.

SwitchedOn

The past year has been an exciting time for SwitchedOn as we continued to grow our membership and the range of services we offer.

This year we undertook a review of the training arm of SwitchedOn. In moving forward, we had to decide whether or not training was a core function of SwitchedOn. The implementation of the Pay Equity Settlement Agreement and the requirement to pay staff based on qualifications has resulted in a number of tertiary training providers offering online access to these qualifications. The traditional model of classroom based training is fast becoming a thing of the past and as such, the decision was made to disestablish the training function of SwitchedOn. Training was subsequently transferred to SILC Limited and SILC staff continue to receive SILC based training when they commence their employment.



Our membership continues to grow and throughout the year we had over 11,000 individual visits to the centre. We had 152 new members sign up and we had 1010 people attend our clinic sessions over the course of the year. Therapeutic massage, nutrition and holistic health and wellbeing services continue to be an important part of what we offer at SwitchedOn and we continue to promote Workplace Wellness to local businesses.



SwitchedOn



In December our Exercise Physiologist Team Leader Aaron had an opportunity to attend an intensive 2 week training programme with NextStep USA in Los Angeles. During his time over there he learnt how to use the various tools and equipment used for Activity Based Therapy whilst conducting academic training to support this learning. Activity Based Therapy (ABT) is backed by the latest current research with a focus on increasing recovery of function rather than focusing on compensation strategies. The team are using a number of these training techniques with a number of our members and seeing really positive results. This is a really exciting area and we will be looking to expand our offering in this area over the coming year.

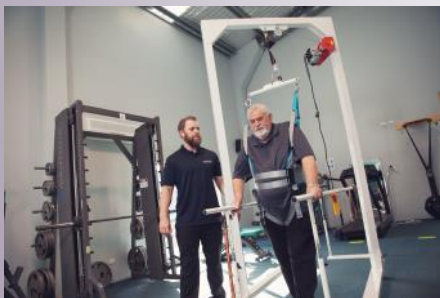
Looking Forward

It is shaping up to be a busy time for us as we continue to balance our priorities whilst ensuring we are prepared for the many changes that are being signalled across the disability sector.

Systems Transformation is without doubt the most significant and exciting change our sector has undergone in recent times and for us represents a long overdue natural next step that will see disabled New Zealanders have greater choice and control. Understanding our role in this, and ensuring we are ready to deliver will be a key focus for us over the coming year.

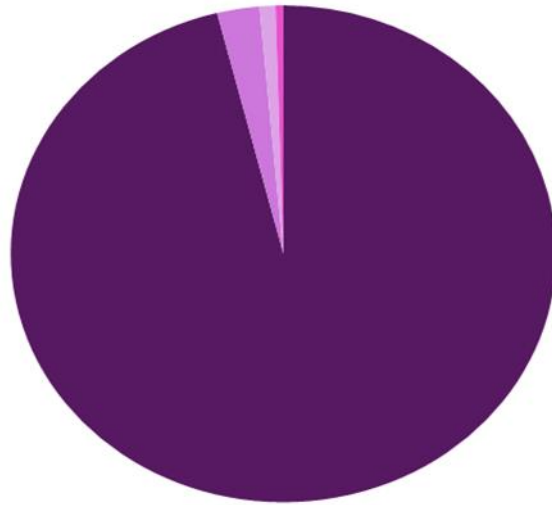
Our focus for SwitchedOn over the coming year will be around the continuing development of the services we offer and looking at how we continue building on the work the team are doing around Activity Based Therapy whilst continuing to enhance and grow the other programmes we offer.

I have no doubt that next year will have its share of challenges but I am very fortunate and grateful to have a great team of dedicated and passionate people around me who share our philosophy and who are committed to ensuring we strive for excellence in everything we do.



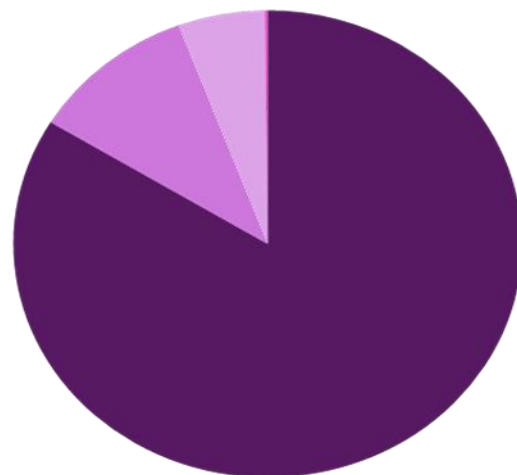
Financial Information

Income



Contract fees	95.20%
Property Management Fees	1.3%
Grants and Scholarships	1.08%
Training Fees and gym membership	1.4%
	10,784,262

Expenditure



Employment Expenses	86.3 %
Operating Expenses	8.14%
Administration Expenses	5.46%
Finance Expenses	0.07%
	10,567,618

Financial Information

Financial Performance

Income	2018	2017
Contract Fees	10,266,523	9,050,780
Training Fees	2,326	45,400
Grants & Scholarships	116,904	114,906
Rents Received	140,645	154,128
Rebates	95,122	51,971
Gym Membership	148,399	56,860
Sundry Income	14,343	39,728
Total Income	10,784,262	9,513,773
Expenses		
Operating Expenses	859,878	971,378
Employment Expenses	9,122,327	8,058,354
Administration Expenses	577,162	553,535
Finance Expenses	8,251	9,092
Total Expenses	10,567,618	9,592,359
Net Surplus / (Deficit) before depreciation	216,644	-78,586
Less depreciation of assets	86,835	98,761
Net Surplus / (Deficit)	129,809	-177,347

Board of Trustees



Richard Buchanan

Richard joined The SILC Charitable Trust in 2010. Richard has a long history with SILC Ltd, having worked for SILC as a Service Manager.

Richard was the Manager - Provider Relationships and Personalised Funding, for the Enabling Good Lives demonstration Christchurch until June 2016. Since then, he has run his own consultancy business called 'Buck the Trend' specialising in disability service evaluations. He has worked in the disability sector for the last 18 years and he has held a number of roles including tertiary teaching, service management and leadership.

Richard brings to this role a lived experience of disability and a passion for ensuring the disability sector moves forward in a positive and effective manner.

Richard lives in Christchurch and enjoys the outdoors, sport and wine appreciation.



Richard Coad

Richard has many years of experience working alongside people who have a range of disabilities; listening to them, understanding the challenges they face and finding solutions to make life work better for them.

Richard was employed by SILC in 1994 and held various support and leadership roles in SILC. He was a trainer, assessor, evaluator, manager and mentor. He is passionate about working in the health and disability sector and committed to achieving positive outcomes for those he works alongside.

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.



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
- Deputy Chair - Bay of Plenty DHB
- Director - Tauranga Energy Consumer Trust

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

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 Service Development and Delivery 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.



Keith Appleton

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

As an Accountant and the current Chair of the Audit and Risk Committee for the Blind Foundation, 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 including; Counties Manukau Plunket, ME/CFS (Auckland) Support and the Blind Foundation.

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.

Our thanks go to:



Te Pou o te
Whakaaro Nui

