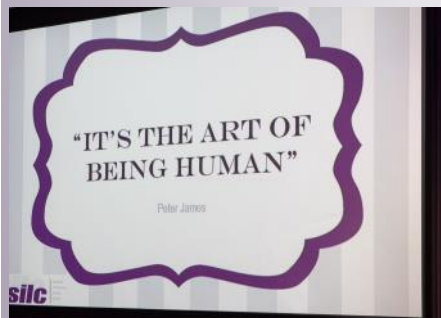


# The SILC Charitable Trust Annual Report 2016 - 2017

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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

Strong local community that embraces human difference and diversity.

A place where everyone belongs.

## Our Mission

We work to strengthen individuals and the community they live in:

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 belongs**

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



***“The SILC Charitable Trust is in great heart. Our values of having a Vision, being Inclusive, demonstrating Excellence and encouraging Well-being in all are daily shown through the words and actions of our staff.”***

Ron Scott Chair

I have pleasure in presenting the annual report for The SILC Charitable Trust for the year ended June 2017.

This year we welcomed a new Chief Executive, Tony Marsden. Tony has brought his own inimitable style to the role. He has come at a time of great uncertainty in the sector and worked to create as much certainty as possible within SILC.

We also had some changes around the Board table. Trustees welcome Sarah Davey and Keith Appleton as trustees during the period. Sarah brings a wealth of experience and knowledge not only from her day job at the DHB but also has a qualified lawyer and a business owner. Keith brings his accounting expertise along with governance experience in other major not-for-profits. Both Trustees have made an immediate contribution and SILC is better off for their input.

Richard Buchannan came back from a period of leave and joins Richard Coad who after over two decades finished as an employee at SILC and moved to a role at Careerforce. We are pleased that he has agreed to stay as a Trustee. Together the two Richards have an incomparable knowledge of the sector without which SILC would be the poorer.

Of course with the comings there were goings. Terese Germon retired after 25 years with SILC. She has continued to provide valuable support in the background for which I am very grateful. I wish to place on record, too, the immense contribution of Janelle Fisher who travelled from the Waikato for years in order to make a difference to the people we support. Thank you Janelle.

External influences on the work of the Trust included the impact of the Wages Equity decision. No one comes to work here for the money but our staff still deserve to be fairly remunerated and it was pleasing to see the Government come to the party. We hope to see more people actively choosing the work we do as a career choice.

Government policies continue to impact on the work of SILC. During the year we spent considerable time and effort working around health and safety regulations to ensure that the people we support are in a safe environment while maintaining the home environment that everyone else enjoys. My thanks to the team for developing a robust risk management system.

## Chair Report

Funding for the services we offer continues to be tight and the Board has taken a decision to not accept responsibility for supporting a person if we can not cover the cost of that service. It was not a n easy decision because one can always ask: "if not us then who?" but if funding is continually short of the level required then at some point we will be offering a disservice. We are not prepared to do that.

Last year I reported that SwitchedOn was given the opportunity to takeover and manage the rehabilitation gym in Hocking Street. The Gym has morphed into a full blown Health and Wellness centre and the intention is that this will contribute to the Group after the current financial year.

In concluding I report that the SILC Charitable Trust is in great heart. Our values of having a Vision, being Inclusive, demonstrating Excellence and encouraging Wellbeing in all are daily shown through the words and actions of our staff. I am proud to be the Chair of SILC. Thank you to all who make it such a magical organisation.





## CEO Report



*Pay Equity for Support Workers is one of the welcomed changes that will see Support Workers finally recognised as skilled workers and being remunerated accordingly. This legislation takes effect from 1 July 2017*

*Tony Marden CEO*

It is with great pleasure that I present to you my first CEO report for The SILC Charitable Trust Annual Report. The 2016/17 year has been one of significant change for the Trust and it would be impossible to write this report without first acknowledging my predecessor, Terese Germon, who resigned as CEO in October 2016. Terese dedicated 25 years of her life to SILC and along with founder Peter James have made The SILC Charitable Trust and its entities the successes they are today. I am committed to ensuring we continue to build on this legacy as we navigate our way through the many changes that lay ahead.

Since coming on board in October my focus has been on gaining a better understanding of our business and the sector we operate in and identifying where any opportunities for improvement might lie. I spent the first two months getting out and about meeting with the people we support, our gym members and the teams that make it all happen. During these visits I was continually impressed by the commitment and passion shown by our staff. It is this commitment to our philosophy and values that forms the foundations from which we will continue to build and improve our services.

The old adage that change is constant seems to be particularly apt in our business and certainly the 2016/17 year has lived up to that with a number of significant changes signalled for the future. Pay Equity for Support Workers is one of the welcomed changes that will see Support Workers finally recognised as skilled workers and being remunerated accordingly. This legislation takes effect from 1 July 2017. Also welcomed is the work being undertaken by The Ministry of Health on "System Transformation" which is modelled on the Enabling Good Lives principles and sees disabled people and their families having greater choice and control over how their funding is utilised. In addition there is also the work the Ministry of Health are doing on producing a new funding model for Providers. It is our hope that the new model better reflects the true costs involved in supporting people in a way that enables them to be valued contributing members of their communities.

We look forward to these changes and welcome the opportunity to be a part of a transformation that results in more choice and control for the people we support. Of course with all change there comes an element of uncertainty as we try to gain a better understanding of the impacts on our business. The key will be ensuring we continue to be a part of the conversation and position ourselves to adapt to the changes when they happen.

## SILC

The 2016/17 year has been another busy year for SILC as we continue to support more than 160 people in both residential and supported living arrangements. We feel privileged that these people have chosen us to walk alongside them on their life journey and we are continually looking at ways we can improve the quality of our services.

We congratulate the pay equity settlement and the government's recognition for the high value of support work. Our finance and payroll team worked tirelessly and we are proud that pay equity was rolled out to our staff on the 1<sup>st</sup> July without a glitch. During this time they also completed a full review of our annual leave accrual process. This is no mean feat for a small not for profit organisation while also meeting the day to day of an ordinarily busy and complex payroll. We have also embarked on a review of all systems and processes that impact on the lives of the people we support. Working within existing resources this will be an ongoing process as we align them with appropriate principles.

Our support staff have the closest relationship with the people we support and we were pleased to be able to provide ongoing staff development.

The programme offered by SwitchedOn ensures our front line staff have the opportunity to work through NZQA qualifications in Health and Wellbeing. We have also engaged National and Internationally recognised experts taking advantage of training offered by Michael Kendrick, John Armstrong, CPI, Explore and Altogether Autism in particular.

We have started a process to develop our own team of coaches and trainers in managing challenging and threatening behaviours that staff are presented with, and for some of our teams this not infrequently. This gives us much more confidence that our staff are safe and well prepared. This work will continue with CPI and Explore. We have picked up the coordination of specialist support previously offered by SwitchedOn. SILC values its very close working relationship with the various community and disability organisations who are also engaged with the people we support. This has had a huge impact on the workloads of our Service Management team at a time where we have also worked at a reduced capacity on previous years. I would like to recognise their hard work and commitment to the organisation, their staff and to the people we support.

We are continuing the process of streamlining our services so as to ensure the most appropriate support structure is available to the people we support. While this is usually completed on a case by case basis we took the decision to reshape how the Leander Street service was managed, separating our Supported Independent Living team from our 24/7 services. While our staff found this particularly difficult the people we support have been very appreciative of the change. It is very rewarding to see that they can feel the difference by changes to our structure.





## SwitchedOn

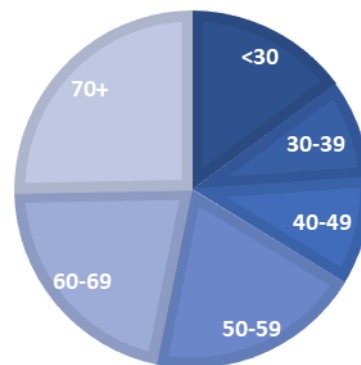
The past year has been an extremely busy and exciting time for SwitchedOn as we looked to increase our membership and grow our reputation as an Exercise and Wellness Centre for people of all ages and all abilities.

Our membership continued to grow and throughout the year we had over 12,000 individual visits to the centre. We had 154 new members sign up and we had 780 people attend our clinic sessions over the course of the year. Our gym continues to attract people of all abilities and all ages with 46 percent of our members aged over 60 proving age is no barrier to getting fit and healthy.



### MEMBERSHIP AGE PROFILE

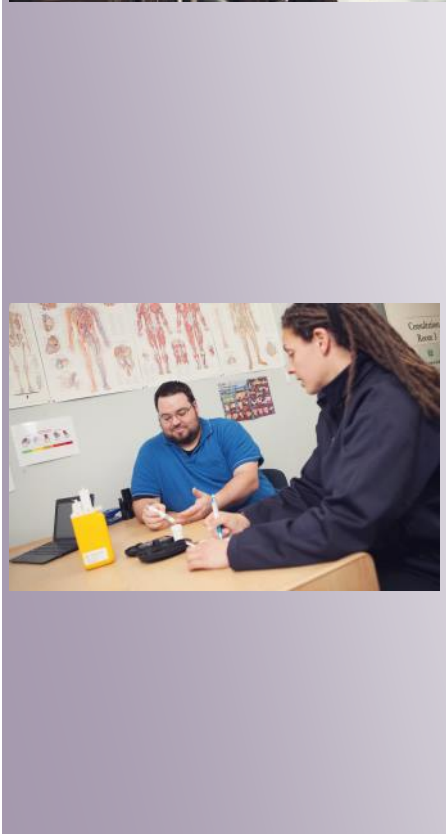
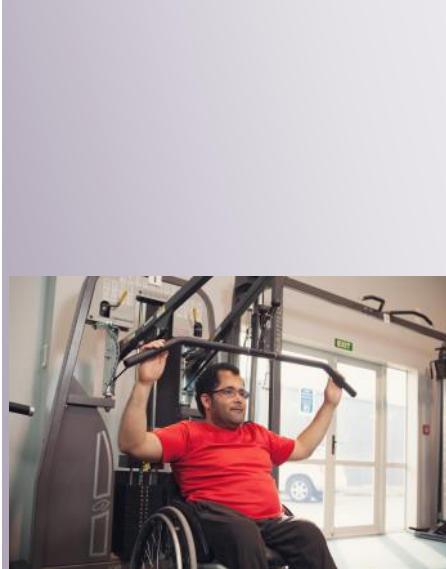
■ <30 ■ 30-39 ■ 40-49 ■ 50-59 ■ 60-69 ■ 70+



Therapeutic massage, nutrition and holistic health and wellbeing services are an important part of our offering at SwitchedOn and this year has again been busy. Massage therapy plays an important part in overall health and wellbeing and this year we have delivered over 650 massages. In addition to this we have held 41 balance classes and supported four people to quit smoking. We also developed our Workplace Wellbeing programme and have been promoting this to local business.

We purchased an online training software package this year and are looking at how best to balance the convenience of online training with the benefits of hands on, face to face training. We are also wanting to leverage off the requirement for Providers to provide their employees with access to training under the Pay Equity legislation and try and position ourselves as a trainer of choice.

## SwitchedOn



We have continued to deliver support worker training in the NZ Certificate in Health and Wellbeing as well as being accredited assessors. This puts us in the unique position of being able to support a person through their learning from start to finish. This year 701 SILC staff and 54 external clients attended training delivered by SwitchedOn.

The development of induction training and redesigning our existing training will be key areas of focus over the coming year as we look to revamp our material to ensure it meets the needs of support services

Growing our membership and increasing the profile of the centre have been the primary focus of the year. We were very fortunate to be presented with a fantastic opportunity to increase our exposure across the community through Ingrid Cotton and the Harcourts Foundation who kindly offered to host a charity auction for us in November. The support shown by the community and local business in providing auction items for the event was overwhelming. The guest speaker was NZ Paralympian Liam Malone who shared his inspiring story. The evening was a fantastic success with over \$20,000 raised for the gym. A number of people I spoke to throughout the evening were completely unaware that SwitchedOn existed and were impressed with what we did. The funds raised allowed the gym to purchase a specialised piece of exercise equipment that is believed to be the only type of its kind in New Zealand.

Part of our rebranding exercise included the rebuild of our website so that it better reflected our new identity and increased service offering. Any rebranding exercise can become expensive particularly when it comes to website development and marketing material. Fortunately for us we have some very talented people who were able to rebuild the website and develop the majority of the marketing material in-house. We also partnered with students from Toi Ohomai's marketing class and they provided photography as part of their course content. Gym members, staff and their family kindly agreed to be models for a day and the result is we now have a professional looking, user friendly website and marketing material that reflects SwitchedOn and all that it has to offer.

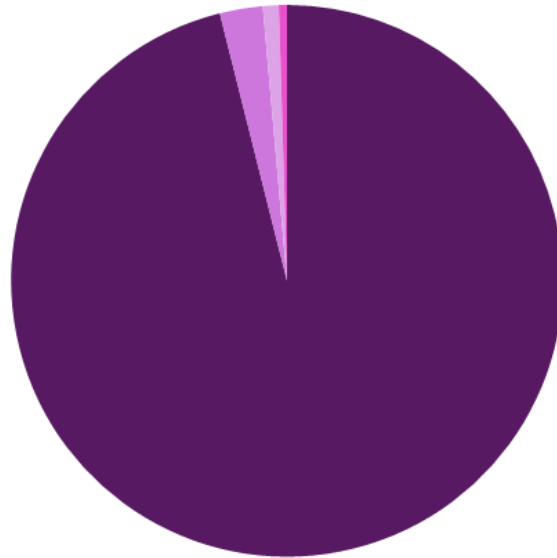
\*Some staff will have attended multiple training sessions throughout the year.

### The Journey Ahead

It is shaping up to be a busy time for us as we continue to balance our priorities across the many changes that are being signalled across the disability sector and the need to continue our growth strategy for SwitchedOn. I have no doubt that with the committed and passionate team we have we will be in an excellent position to embrace these changes and continue to work through any of the challenges that come with them.

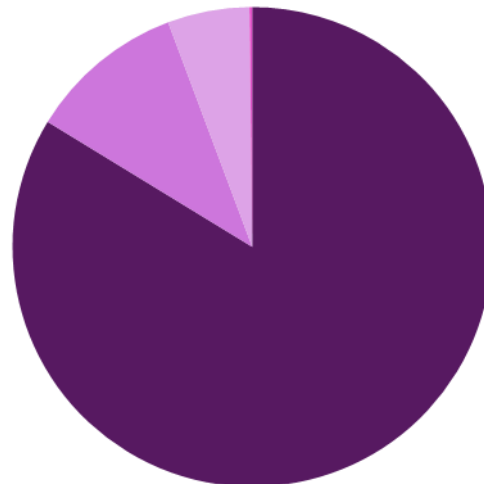
## Financial Information

### Income



Contract fees	95.14%
Property Management Fees	1.62%
Grants and Scholarships	1.21%
Training Fees and gym membership	2.03%
	9,513,773

### Expenditure



Employment Expenses	84 %
Operating Expenses	10.0%
Administration Expenses	6%
Finance Expenses	0.0%
	9,592,359



## Financial Information

### Financial Performance

Income	2017	2016	2015
Contract Fees	9,050,780	9,107,119	8,860,796
Training Fees	45,400	44,201	33,883
Grants & Scholarships	114,906	88,935	60,866
Rents Received	154,128	158,704	163,179
Rebates	51,971	40,743	55,863
Gym Membership	56,860	24,141	0
Sundry Income	39,728	38,913	45,986
<b>Total Income</b>	<b>9,513,773</b>	<b>9,502,756</b>	<b>9,220,573</b>
<b>Expenses</b>			
Operating Expenses	971,378	970,797	984,053
Employment Expenses	805,835	7,699,666	7,590,733
Administration Expenses	553,535	507,294	432,178
Finance Expenses	9,092	17,545	29,399
<b>Total Expenses</b>	<b>9,592,359</b>	<b>9,195,302</b>	<b>9,036,363</b>
<b>Net Surplus / (Deficit) before depreciation</b>	<b>-78,586</b>	<b>307,454</b>	<b>184,210</b>
<b>Less depreciation of assets</b>	<b>98,761</b>	<b>82,755</b>	<b>124,050</b>
<b>Net Surplus / (Deficit)</b>	<b>-177,347</b>	<b>224,699</b>	<b>60,160</b>

## 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 about 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' experience working alongside people who have a range of disabilities, listening to them about what the problems are 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 communities.

## 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 with Planning and Funding 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 a Chartered 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.



Te Pou o te  
Whakaaro Nui

