

SPECTRUM
ANNUAL
REPORT

2017



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Our Vision

SPECTRUM works as an organisation to affect long-term and lasting change in the way Disabled People are viewed, included and valued for who they are and what they contribute to society.

SPECTRUM believes that all organisations promoting empowerment and social change should be peer based and fully accountable and representative of the community they work within.

To this end: SPECTRUM is run, controlled and managed by Disabled People (We are a Disabled People's User Led Organisation (DPULO)).



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Report of the Management Committee:

The Management Committee welcomes you to our Annual Report for 2016-2017

The last year has been, as ever, a very busy and interesting time, full of new challenges for the Management Committee.

We continue to trial having a fixed chair, instead of the rotating chair we have had for many years, so as to provide continuity and focus.

Following last year's extraordinary general meeting, the three organisations, SPECTRUM, and subsidiaries Continuing Care and Unity 12, are now all governed by the one committee, no longer having their own boards. Dedicated lead directors from within the committee have been appointed to concentrate on each of the subsidiaries. We intend to do the same for the SPECTRUM projects soon.

Very successful and well attended events have been held at Unity 12, enabling SPECTRUM's membership to learn more about what goes on here. Many members have shown interest in becoming even more involved. This is very encouraging, much needed and valued. More events are to follow.

There have been many staff changes during the year, with people joining and others leaving. We warmly thank our much valued staff and volunteers for their continued efforts and commitment, especially those who have taken on new roles in our ever evolving work place.

After many years in the planning, the appointment of Nicola Gillie, Human Resources and Performance Manager, has, as intended, enabled existing core staff to concentrate more on other matters.

Regular meetings known as "Away Days", although held inside Unity 12, have been attended by senior management and several committee members, to produce, review and update our action plans.

Attendance at staff meetings has been widened, with several committee members participating and gaining a better understanding of how the organisations operate.

Following a skills audit, many committee members have received additional computer training to enable us to work more efficiently.



SPECTRUM Group's Directors are:
Steve Polden (Chair), Phil Coldham (Treasurer), Kathy McCoy, Ebe Hassan, Byron Oliver, Steve Beal, Jackie Vincent, Chris Andrews & Mark Lendon

SPECTRUM is fully accountable to our members

This means a lot more than members just coming to our AGM once a year. It is members alone who decide who should serve on their Management Committee.

Members are entitled to attend any MC meeting, or to speak to a member of the MC on any issue they are concerned about.

Treasurer's report:

Phil Coldham, Treasurer, reviews the 2016-2017 accounts & reports

This is the first year the SPECTRUM Annual Report deals with the 'Group' of SPECTRUM companies as opposed to simply SPECTRUM. There is therefore, no direct correlation between the figures below and last year's report (other than that SPECTRUM results are 'grouped' in the total figures for SPECTRUM, UNITY 12 and SPECTRUM CONTINUING CARE).



The SPECTRUM GROUP'S results for 2016-17 are as follows:

Income was £648,063 which set against our expenditure and the assigning of reserves resulted in a net 'group' deficit of £68,289. However, this deficit is the result of deliberate investment decisions. At the end of the 2016-17 year the total reserves of the 'group' of SPECTRUM companies stood at £710,802 (a very healthy figure equivalent to approximately ten (10) months of running costs).

Expenditure was £735,132 for the group, and breaks down as follows:

Salaries (60.4%), Project Costs (17.2%), Rent & Management (9.0%), Building and Depreciation (5.3%), Office costs (3.3%), Legal & Professional (2.6%)

For your information 'Project Costs' include peer group fees, networking and student costs. 'Office Costs' include training, stationery and telephone costs. Building costs include reception, cleaning and utilities.

Analysis of our financial position:

Members may be concerned that we sustained a net operating deficit of £68,289 (10.5% of total income) for the year.

This would be a worry if it was not for the fact that:

Firstly, the 'balance sheet' of the combined SPECTRUM Group of Companies is sound – the assets of the 'group' exceed its liabilities by £710,802.

Secondly, although the current economic and funding situation is 'difficult' your MC and Management Team saw this changed operating environment coming and since early 2016 have pursued plans to address both the income and the expenditure side of our business, which are now beginning to bear fruit.

Thirdly, nothing in the figures for 2016-17 came as a surprise, and the membership voted through the structural changes recommended to it regarding the 'grouping' of SPECTRUMS Companies at the 2016 Extraordinary General Meeting enabling steps to be taken to ensure the ongoing success of our organisation.

SPECTRUM Group's Finance and Infrastructure Sub-Committee:

As Chair of the Committee I took over from Steve Polden at the time of the last Annual General Meeting. Steve has since stepped down from this Committee and I would like to pay tribute to his commitment and the excellent work he discharged for SPECTRUM, and thank him for advice and support since.

Review of the year:

Ian Loynes, Chief Executive, looks at the achievements and developments of SPECTRUM during the year.

SPECTRUM drives forward its strategic vision for the future:

At last year's AGM, gaining overwhelming support from our members, we have been pressing ahead with the operational merger of SPECTRUM, Unity 12 & our personalised care agency (SPECTRUM Continuing Care). The Management Committee of SPECTRUM now oversees and governs the work of all three organisations, and I am pleased to say that Directors and staff have been working well together to deliver better services for Disabled People and enabling us all to work together more effectively and efficiently. We now talk about the 'SPECTRUM Group' of companies - which sounds very corporate, but in reality it just allows us to do what we do well, but better than ever before.



Working Hard in Geneva!

We appointed our first ever HR & Performance Manager, Nicola Gillie, to SPECTRUM last December, as part of our strategic investment in key operational developments and, as you will see elsewhere in this Annual report, Nicola has been enabling SPECTRUM to support and empower our staff and volunteers to develop and improve our skills and enable SPECTRUM to develop and meet the challenges of a very difficult economic outlook.

The peasants are revolting:

We certainly have experienced an eventful year in UK and world politics; The impact of the BREXIT decision continues to affect and cause uncertainty, the election of Donald Trump in USA, and the UK snap general election all resulting in 'the people' rebelling against the system. No matter what we think about the merits of these decisions, I think they present a very clear trend. In each of these cases there has been no clear majority consensus, with one side shaving a slim victory over the other at every turn. The reality is clear almost 50% of our society is disenfranchised with the political status-quo - a powder keg of half of society fundamentally disagreeing with the other half. But, for me, maybe, we can draw hope from recent events, that for the first time, we have achieved almost 50% of society that want a society based, as we do, on human rights and equality. Throughout history these have been a minority issue. But maybe we are now very close to a tipping point.

The Government still aren't listening:

As CEO, I was proud in March to represent SPECTRUM in Geneva to present evidence to the UN Disability Committee monitoring the UK's compliance with the

Review of the year:

Continued

UN Convention on the Rights of People with Disabilities. Disabled People's Organisations from across the UK are working together to challenge the Government's abject failure to meet their international UN agreed rights for Disabled People. The UN's Report was damning. Sadly I have to report the Government simply are not prepared to open their eyes to the reality of what they are doing to Disabled People's rights. We will just have to work harder to show them.

SPECTRUM innovates... again:

SPECTRUM has been raising awareness of Hate Crime for several years now, and has now become one of 14, 3rd Party Hate Crime Reporting Centres - to support people to identify & report Hate Crime when they experience it. For us the issues are so important, we are theming our 2017 AGM on Hate Crime awareness and we have organised it to coincide with the last day of National Hate Crime Week (14th-21st October).

SPECTRUM has spent much of 2017 'Making Friends and Influencing People'. We have been far more proactive and try to provide training and consultancy services to a much wider range of organisations. After all, if Disabled People are to Live Independently, then we know that Social Care is just one of the Basic Rights.

We have also produced a new brochure, and are busily updating our promotional materials to use the funky new design graphics.

We are also now posting regular articles on our new (ish) LinkedIn page, as well as our blog and our other social media - to help improve awareness of what SPECTRUM does and what we believe in. But we remain committed to good-old paper and envelopes as well!

I hope you find this Annual Report useful. The pages which follow provide information about all parts of the 'SPECTRUM Group'.

What about SPECTRUM's Members?

Finally, and maybe most importantly, we have also appointed our first ever paid staff role to help develop our membership and the support and facilities we provide to our members. We have always been a Disabled People's led organisation where Disabled People make all the decisions. That will never change. I for one believe very strongly that SPECTRUM is an organisation for Disabled People - by Disabled People.

Our New Brochure and Leaflets



Statistical Review of the Year:

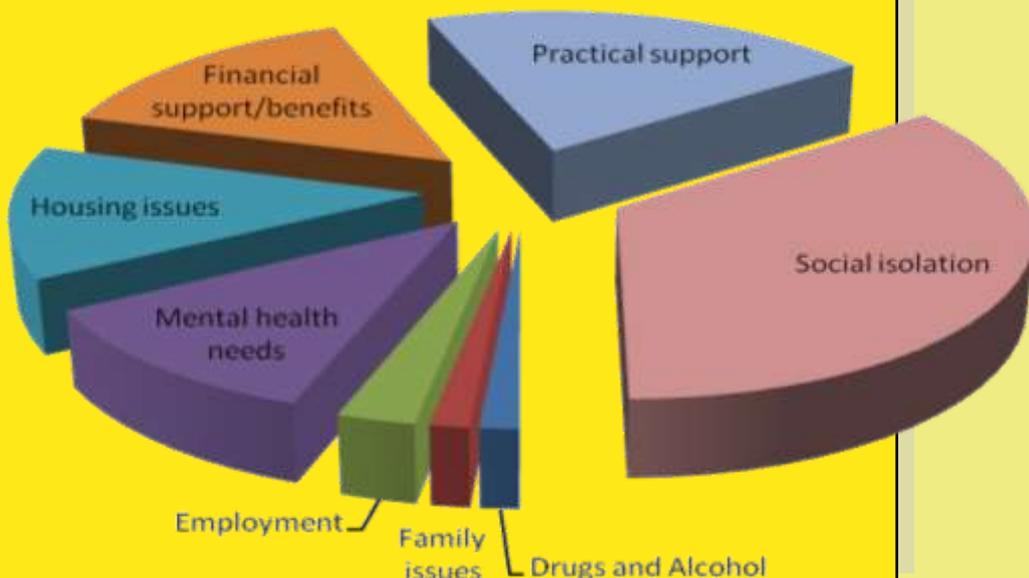
Words are OK, but these graphs and numbers provide a different perspective to show some of the work we have done in the last 12 months



Number of people our SAM Team provided advocacy support to:	
Housing support	19
Social care disputes	28
Access issues	10
Debt management	29
Direct care issues	7
Support to make a complaint	10
DLA/PIP concerns	35
ESA concerns	16
Local Authority disputes	27
Other	65

Community Navigation Statistics October 2017 to September 2017

- 299 Referrals. We closed 262 cases in the same period.
- Average time to complete a case is 14½ weeks.
- 35%+ of cases completed in under 8 weeks.
- The graph below show the variety of the issues we are asked to help with



Human Resources & Performance Management:

Nicola Gillie, our HR & Performance Manager with help by Becky Clegg (Volunteer)

Since the last AGM I have been lucky enough to be appointed as SPECTRUM's HR and Performance Manager. The purpose of my role is to develop our human resources (staff and volunteers alike), review and implement associated policies and processes, line manage teams and handle any employee relations issues that may arise. It has been a busy time and some of the developments have been as follows.

Line Management

I have now taken over full line management responsibilities for the following areas; Unity 12, Continuing Care, Independent Living Team, Community Navigation and Membership and Information. I have been supporting these areas to ensure they can respond to changing demands upon their service and individual roles.

Learning and Development (Staff Training)

In response to the IT Skills Audit, a programme of Word and Excel training was rolled out across the organisation. Additionally work is progressing to develop a programme of Team Leader development.

I have drafted a Learning and Development policy and have also implemented a central system to record and monitor the training, skills and experience of our workforce and this will be rolled out across the organisation later this year.

Policy Review and Development

A revised Redundancy Policy and new Redeployment policy has been implemented. Learning and Development and Safeguarding policies are also in Draft.

Additionally work is ongoing to review all employee Policies across three organisations, identifying differences and developing one consistent approach - one of our wonderful volunteers Becky has been supporting me with this work

Recruitment and viewing capacity

Recruitment activity has taken place in order to ensure Continuing Care's requirements for a Registered Manager have been maintained following the resignation of Jayne Mussell. I have also worked with internal staff to ensure that new and revised contracts across Direct Payments, Journey 2 Employment and Portsmouth Independent Brokerage are appropriately resourced.

Priorities for the remainder of the year are to continue the work commenced in developing a full performance management structure, ensuring this is implemented, embedded and reviewed to ensure compliance and effectiveness. This will cover induction, supervision, annual appraisal and Capability Management Policies.



Nicola Gillie



Becky Clegg

Review of our teams and projects:

A summary of the work of our teams & projects at SPECTRUM over the last year

Independent Living Team:

The Independent Living Team has been supporting Disabled People and their families with Direct Payments advice. The year has seen many changes, including a reduction of our Southampton contract value, which ended our volunteer support work.

Despite this, demand for our services has increased.

The team has supported over 120 people via one-to-one meetings, over 150 via our Website (www.directpaymentsouthampton.info) and countless numbers for advice / signposting via our helpline. The team assisted over 60 people with seeking new staff. In the future the team are looking to develop a better recruitment service.

We have been supporting people in Portsmouth to use a Personal Health Budget since March. A Personal Health Budget allows Service Users to receive NHS funding in a way similar to Direct Payments. People can employ their own staff, use an agency of their choosing, or have the whole process managed by a third party.

Our team has been supporting Service Users with care planning, budgeting, recruitment, training and compliance. The most vital stage of the process is the care planning and budgeting. This is where we make the case for doing things differently from the medical-model approach that the NHS is used to.



Student Support Advocacy & Mentoring (SAM) team:

The SAM Team has had one of its busiest years along with most challenging workload to date. The primary function of the Team is Advocacy, the majority of which is undertaken by the students on placement. They usually join us in September and leave in May. In the last academic year we had 15 Social Work Students on placement from Southampton Solent, Portsmouth and Winchester Universities.

We have had a high number of advocacy referrals covering a wide range of issues. For example, the students this year have been involved in supporting a couple in relation to end of life issues. Which included arranging a very emotional end of life meeting at the local Hospital and went on to arrange the funeral, All of which although very emotionally demanding has provided them with invaluable experience.

The Social Work Students have responsibility for Management and Delivery of our Skills Labs Project which we now deliver to both Solent and Portsmouth Universities and Winchester University are also interested in this service. Over 80 level 4 students went through this service in the last academic year.

One of our Work Place Supervisors will be taking maternity leave shortly so we are in the process of recruiting cover for this post. We have been asked to place students within two other SPECTRUM teams, which add to their learning experience. We also have three students working with the teams over the summer break to ensure continuity of service delivery.

Review of our teams and projects:

A summary of the work of our teams & projects at SPECTRUM over the last year

Journey to Employment (J2E):

In 2016-17 SPECTRUM was one of 5 areas to take part in a pilot scheme to trial a more person-centred approach to support customers to enter the employment market. As we managed to secure and support 9 customers back into work we were successful in winning the tender for a further programme in Phase 3 for J2E. This initiative has been so successful that it has become a national initiative.

In May 2017, SPECTRUM began work on the new J2E Programme under contract to the Department of Work and Pensions. We are working in partnership with the Wheatsheaf Trust and in close collaboration with Southampton Job Centre who provide customer referrals in Southampton and local areas.



The J2E programme is aimed at people who are long term unemployed as a result of physical or mental impairment. Then groups of customers who will benefit from the J2E programme are brought together in Peer Based Job Clubs that meet once a week for courses that last 12 weeks. Thereafter, all Job Club participants are invited to join the Employment Hub that will provide an informal opportunity for them to receive on-going support and benefit from shared experiences within a peer group.

Community Navigation Team:

The Community Navigation pilot stage is almost over. The pilot was set up in April 2015 to support people in accessing local activities and services.

Existing community resources were used to improve people's health and wellbeing and so reduce pressure on Council and NHS services. We primarily support people in Shirley, Freemantle, Woolston and Weston areas of Southampton.



Increased pressure on Southampton Social Services can be seen in the large amount of referrals we now receive from them - almost half of all referrals received. We also receive referrals from GPs and community healthcare workers, amongst others.

More than 95% of our referrals relate to five key areas: Social isolation, financial support, practical support, housing issues and mental health needs. It's unfortunate to note that many organisations that could support our Service Users have now closed. DAIN and Raise Mental Health are just two examples and there are many more.

We are now tendering for the new service, a five year contract to provide Community Navigation for all of Southampton. We are partnering with the Alzheimer's Society to provide the service and they bring valuable experience in supporting Older People. We should hear by November if we will be continuing with the service.

Review of our teams and projects:

A summary of the work of our teams & projects at SPECTRUM over the last year

Hampshire Personalisation Expert Panel (PEP):

This year, the Personalisation Expert Panel (PEP) has once again been busy supporting Hampshire Adults' Health and Care on a number of new initiatives that will hopefully give more information and choice to service users and carers, given the constantly changing world of social care.

The PEP drew up a coproduction strategy to encourage Hampshire Adults' Health and Care to not just talk about coproduction but to actually put our discussions into action. With that in mind Hampshire Adults' Health and Care have launched a Coproduction Board that will specifically ensure that the latest Transformation work-streams over the next two years will involve service users and carers in their work. One of the co-Chairs of the board is Robert Droy, who also chairs the PEP, alongside one of the Assistant Directors of Hampshire Adults' Health and Care. In addition, several PEP members sit on the Coproduction Board.

The PEP has also developed a constructive dialogue with West Hampshire Clinical Commissioning Group who are leading on Personal Health Budgets in Hampshire. They have exciting plans to develop Personal Health Budgets over the coming year, and with that in mind, they have made a commitment to attend the PEP on alternate months so that we can take an active role in their development.

Training & Consultancy Project:

Following SPECTRUM's business review last year, Training and Consultancy was identified as one of the key business priorities for the year 2016-2017. As a result, the Training and Consultancy unit was established in October 2016. Below are the key activities of the Unit since its inception:

- Identified three training courses to be developed
- Tendered and recruited external consultants for course development and marketing research
- Held 3 marketing learning workshops for SPECTRUM members
- Developed a marketing action plan
- Completed the design and the development of the three courses
- Integrated Continuing Care's Care Certificate training with the training unit
- Completed promotional materials for the training and consultancy services
- Continuously engaging with key people in the region
- Engaging with organisations to help promote the training courses
- Planning a number of promotional/launching events over the next couple months.

For more information: www.spectrumcil.co.uk/services/consultancy-and-training/

Review of SPECTRUM's Subsidiaries

Unity 12: Our building, office & conference facility:

Unity 12 has experienced quite a year during the latter half of 2016 to September 2017. A year filled with small triumphs and a few bumps along the way.

Highlights have included the continued use by Hampshire County and Southampton City Councils' Learning and Development coordinators who continue to praise our conference facility and customer service. This has contributed greatly to the **£28,500** we received in conference income, and overall conference and meeting rooms were used for **232** separate events during that period. This is particularly impressive when you consider that it is mainly down to two people, Garth Matthews and Mariana Kostadinova, who each work only part-time but devote themselves fully to Unity 12's success with the support of our Facilities Manager Cicily Hunt.



By April 2017 office space was fully let thus bringing in **£60,000** in rental income during the last year.

We have also seen major progress in our ongoing redecoration of the ground floor, including both conference and meeting rooms. This has been much needed work which begins to see us levelling with other facilities in the local area. It also befits the image we wish to impress upon all visitors.

SPECTRUMCC: Our Personalised Care Agency

SPECTRUM CC has had a busy year. Our most significant event was manager Jayne Mussell leaving for new work. Our new manager, Hayley Hilton joined us in August.



Originally, SPECTRUM CC was set up as a domiciliary care agency and whilst that is still the core of our work, we have diversified somewhat. We now provide managed budgets and payroll services and are moving towards becoming a training provider.

At our most recent Care Quality Commission inspection, our rating improved to "Good" in all five areas. This is due in large part to the hard work of our excellent Personal Assistants and the patience of our wonderful Service Users.

We have four staff working in the office. In our care agency role we currently support 13 Service Users and have a team of 15 Personal Assistants. We provide 360 hours of support per week at present. The payroll service continues to grow, as does our managed budgets service.

Tracey Black is now an accredited Care Certificate trainer. We hope to be able to commence training external candidates in the near future,

Looking Forward to 2018:

A look into the crystal ball - seeing opportunities and avoiding banana skins

The operating environment for organisations like SPECTRUM remains extremely challenging, with a continued squeeze on public finances across the board. This has meant that we need to explore new sources of income and new ways of working so that we can try to secure a sustainable future.

One of the ways we are trying to do that is by taking advantage of the shift in focus in the public sector towards investment in resources that have the potential to reduce demand on public services. For example, we have recently bid for the contract to run

a new Community Navigation service across Southampton which, if successful would bring in between a quarter and half a million pounds a year for up to 5 years. We are also bidding to join the Provider Framework for Hampshire County Councils reshaped Day Care services - which have been rebadged as 'Day Opportunities' with a much greater emphasis on many of the things that fit very well with SPECTRUM's expertise and values, such as supporting people to become more independent, learn new skills, and to access employment opportunities. Success with one or both of these contracts will give us a good base to expand our activities in 2018 and beyond.

We are also actively pursuing opportunities to work with the Private Sector. While that is something of a departure from SPECTRUM's traditional activity, it is a logical move given that income from the Public Sector is reducing at an alarming rate. We have for example recently secured consultancy work from the energy company Utilita to help them with their plans to break into the Assistive Technology market. We are also working on marketing Disability Equality Training and related consultancy to local businesses - focusing in particular on making businesses more accessible to Disabled People.

During 2018 we will also continue with developing new services to build on the expertise that we already have. Our new Training Unit is now open for business and we hope that we will soon be taking bookings for the training courses on offer. We will also be continuing with the roll out of our new Payroll and PA Recruitment services for people with Direct Payments and Personal Budgets, both of which have good potential for increasing our income. We also hope to be able to expand our activity in the area of Personal Health Budgets, which is one of the few areas of Public Sector provision that is expanding rather than contracting.

So, while the prospects for next year and beyond remain uncertain, the pro-active approach we are taking gives us at least a fighting chance of success.

Gerry Zarb: Business Development and Policy Officer



Photos from 2017:

Pictures that show the wide reach of our activities during the year



SPECTRUM visit to Geneva to challenge the UK Government's implementation of the UN Convention on the Rights of Disabled People



SPECTRUM stall at Southampton Football Club's Disabled Supporters Association



SPECTRUM at House of Lords meeting of the Independent Living Strategy Group



SPECTRUM talking to local Brownie's about Disabled People and equality

Membership report:

A look at our membership and how well they represent the diversity of the communities we work within

Membership Officer: Jennie Musson

It has certainly been a packed year on the membership front. It started with a survey, canvassing members as to what they wanted from their membership. An event was held before Christmas last year, with members giving more detail as to what they wanted to get involved with at SPECTRUM. The results of these endeavours formed my plans for the year, with several membership events taking place.



These were: a social media training event, to give our members a chance to become more confident using social media and a summer event, combining the chance to find out more about SPECTRUM with afternoon tea. A further event is planned before Christmas with suitably festive refreshments.

Next year I hope to build on this work to diversify and increase our membership. From little acorns...

We have 2 types of membership:

- Full Membership: for Disabled People only. In addition to the general benefits of membership, Full Members have a direct say in issues affecting SPECTRUM and are able to vote at Annual General Meetings.
- Associate membership: for our non-disabled allies. Associate members are encouraged to contribute their views on organisational issues but cannot vote at Annual General Meetings.

Conditions of Membership:

- Membership of SPECTRUM is FREE of charge.
- If you support our aims, we encourage you to become a member and help to work to achieve these aims.
- You have to make a deliberate decision each year to decide to renew your membership

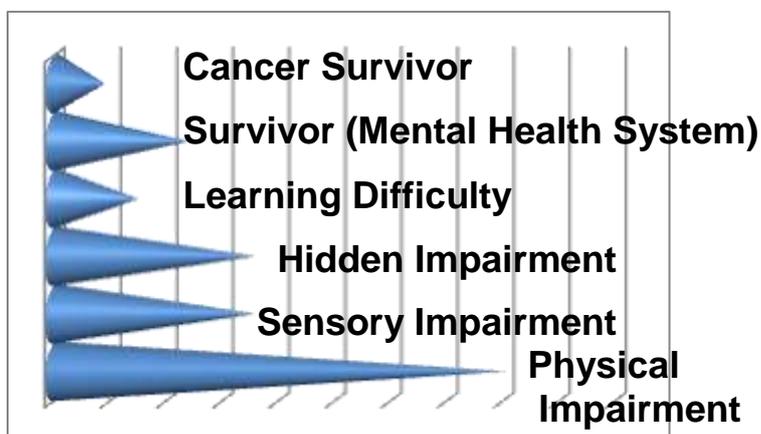
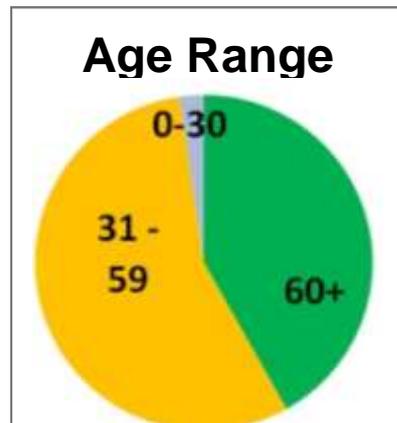
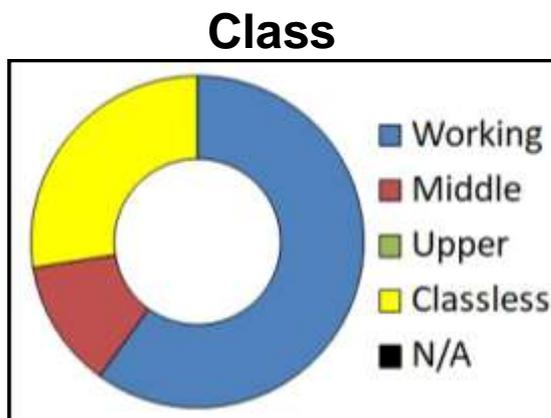
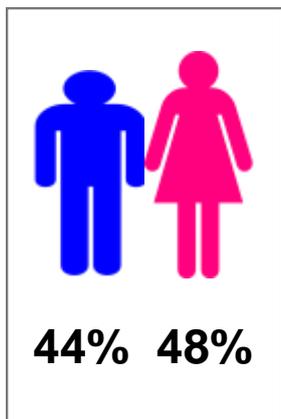


Currently, we have 73 members:

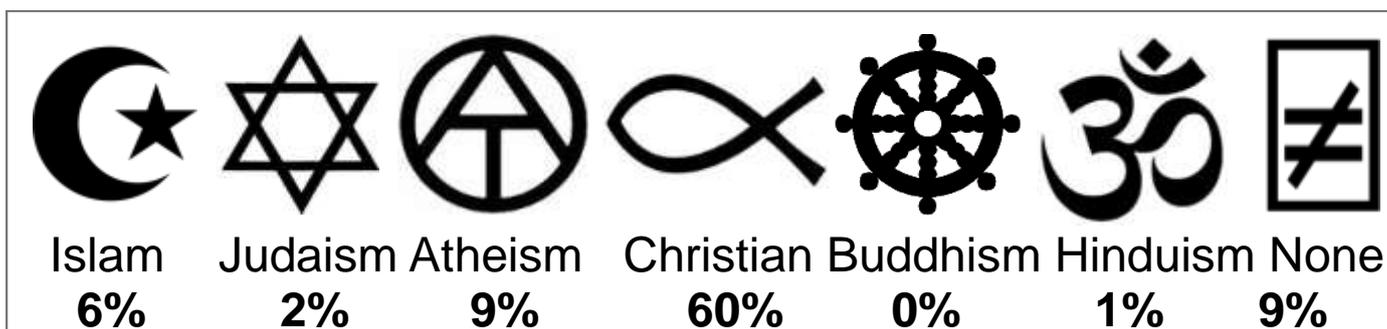
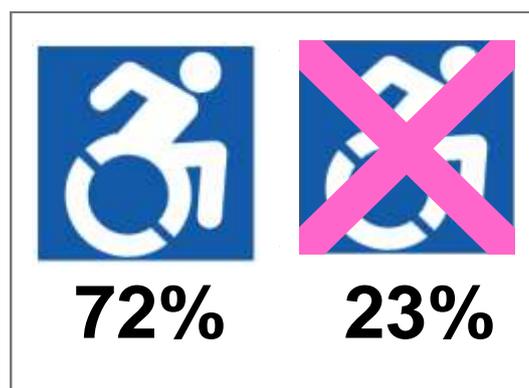
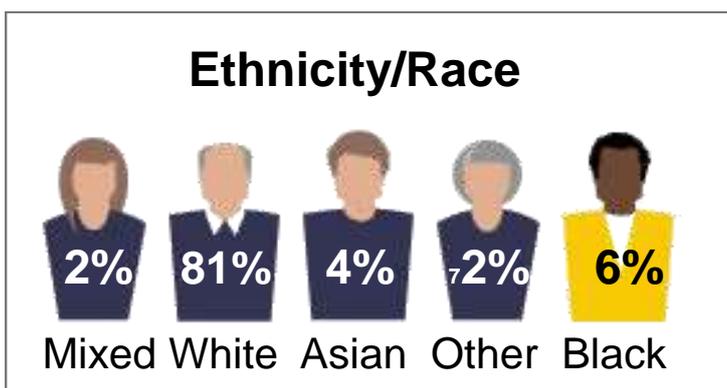
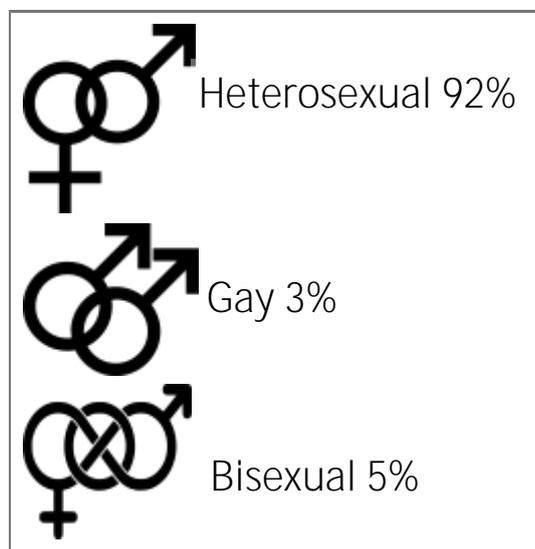
- 61 Full Members (84%)
- 12 Associate Members (16%)

Membership Equal Opportunities Monitoring:

(of those who returned our monitoring forms)



5 10 15 20 25 30 35 40 45



‘Rights not Charity’

The 12 Basic Rights

SPECTRUM* believes all Disabled People have the right to live independently. Disabled People have identified 12 Basic Rights, which are essential to make Independent Living a reality:

- Full **ACCESS** to our environment
- A fully accessible **TRANSPORT** system
- Appropriate **TECHNICAL AIDS/EQUIPMENT**
- Accessible / adapted **HOUSING**
- **PERSONAL ASSISTANCE** to enable an independent lifestyle
- Inclusive **EDUCATION** and **TRAINING**
- An adequate **INCOME**
- Equal opportunities for **EMPLOYMENT**
- Appropriate and accessible **INFORMATION**
- **ADVOCACY** (towards self advocacy)
- Empowering **COUNSELLING** services
- Appropriate and accessible **HEALTH CARE** provision

Think you know
Disabled People...
Think Again



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SPECTRUM gratefully acknowledges the following supporters during 2016-2017:

Southampton City Council

Hampshire County Council

Southampton City CCG

Southampton Solent University

Portsmouth University

Winchester University

Portsmouth City Council

Department for Work and Pensions