



Report of the Tiamana Board Chair

He honore

He kororia

He maungarongo ki te whenua, he whakaaro pai ki ngaa taangata katoa.

Arohaina ngaa teina me ngaa tuakana whakahooretia too taatou Kiingi a Kiingi Tuheitia Potatau Te Wherowhero Tuawhitu.

Ngoo taatou mate taaruuruu nui o roto i ngaa neao o ngaa waka o te motu haaere koutou, whakangaro atu raa.

Hinei a kupu whakamaanawa te rere atu nei kia koutou ngaa ihoiho o ngaa maunga whakahii huri i te motu.

Kia whaia e taatou ngaa kupu whakatauki a to taatou Kiingi

“Amohia ake te ora o te iwi kia puta ki te whei ao ki te ao marama”

This year was no exception to the challenges faced by us all, due to the pandemic, to keep tāngata (people we support), their whānau, our workforce and our own whānau safe. The Board acknowledges the collective efforts of all those involved with Te Roopu Taurima, despite the changing environment as the wider health and disability sector adjusted to those impacts as well.

In November 2021 the Board farewelled Greg Keay, who was a member of the Board since late-2014. Greg provided valuable knowledge and expertise that helped drive the organisation out of some challenging financial risks and we acknowledge the contribution he made. The Board welcomed William (Bill) Karaitiana into the team during the same period; his governance, strategic and financial expertise adds huge value to an evolving highly competent Board.

In April 2022 the organisation farewelled Tania Thomas, after seven years as Mana Whakahaere/CEO. The Board acknowledges Tania for her dedication, commitment, strength and leadership in guiding Te Roopu Taurima into a space for continued growth and improvement. The Board were pleased to welcome Karen Smith into the role of Mana Whakahaere/CEO in June and look forward to working with her as she continues to drive the organisation through ongoing growth and development.

The Board is fully aware and abreast with the changes within the health sector, including the establishment of Whaikaha - Ministry for Disabled People. The Board is reassured that our primary service delivery components will go uninterrupted; however, we are also aware that such changes can trigger other development, which the Board expects and wants Te Roopu Taurima to be at the table for any service-related developmental discussions.

Sector-wide workforce shortages proved to be another significant challenge on top of the pandemic. The Board acknowledges the ongoing support and efforts that all kaimahi have given to ensure our services continued and tāngata remained healthy and well.

The Board is set to confirm the strategic direction for the coming financial year, which includes a revised five-year Strategic Plan 2022-2027. This creates opportunity to capitalise on the positive learnings from our experiences over the past year. In addition, the Board has initiated a review of all Strategic Risk and the management of these moving forward.

The Board acknowledges the efforts made to achieve the best year-end financial result Te Roopu Taurima has experienced in a long while, which further secures its sustainability. We look forward to seeing the outcomes of some planned developments and opportunities in the coming year.

Mahaki Albert
Tiamana/Board Chair

Report of the Manawhakahaere Chief Executive

**E ngā mata-a-waka o te motu
tēnā koutou katoa.**

***All groups throughout the land,
greetings to you all.***

The 2021-2022 financial year saw the achievement of key milestones for Te Roopu Taurima. In particular this included a strengthened response to the impact of the COVID-19 pandemic with the organisation rising to the challenge of the continuation of service provision through peak of the outbreak during the second half of the year.

Despite national and regional restrictions at various stages during the year, our tāngata in all regions enjoyed opportunities to connect with their communities, with their whānau and celebrate events either virtually or in person. This would not have been possible without the continued dedication and support of our workforce to which I am sincerely appreciative. I want to also express gratitude to our whānau and wider community for your continued support, working along side us through some challenging times.

Workforce shortages continue to affect our sector, and our participation in workforce development programmes is growing as well as exploring new pathways for recruitment and retention. The health sector reforms are also well underway and we look forward to working with the newly established Whaikaha - Ministry of Disabled People.

The opportunity to reconnect is now on the horizon for 2022-23 which provides a platform for a refreshed strategic plan to emerge and for our organisation to continue to strive to provide the best for the people we support, our workforce, and for our organisation.

Karen Smith

Manawhakahaere/Chief Executive





Despite the impact of COVID-19, Te Roopu Taurima achieved some significant outputs during 2021-2022.

The Board had given initial approval of the draft strategic plan in October 2020 and were arranging a Strategic Planning hui in 2021 to ensure the organisation was meeting the needs and growth for the next five year period.

However, due to the impact of COVID-19, this hui did not take place until early 2022. A revised draft plan was then distributed for consultation.

During the year, the following was achieved in accordance with the Strategic Themes.

1. Tāngata (people we support) are living their best lives doing everyday things in everyday places with everyday people.

2. Kaimahi (people who do the work) are agile, adaptable, engaged, capable and have the capacity for quality performance at all levels.

3. Te Roopu Taurima (the organisation) is the preferred kaupapa Māori disability service provider and employer for Māori, and those who align with Māori values and ways of working.

4. Tautīnetanga (sustainability) Te Roopu Taurima's offerings and points of difference are marketed well and demand for services ensures we achieve a surplus that can be invested back into supporting tāngata.

What we achieved this year

Strategic Theme 1

Tāngata (the people we support)

Whānaungatanga engagement, including fun activities, were held during monthly online zoom sessions, nationally. Regular karakia sessions were also held online, nationally.

Beach days, picnics and other key event celebrations were maintained e.g. birthdays, Christmas or New Year and Matariki (for Auckland, a lot of the in-person events occurred post-lockdown).

Tāngata maintained regular contact with whānau online and in-person post-lockdown.

Tāngata were involved in creating resources to occupy their time during lockdowns.

Tāngata were supported in employment in achieving qualifications to enhance employment opportunities.

One tāngata was selected to captain the first NZ disabled rugby team, playing at a Super Rugby match.

Day programmes were maintained across regions, and recommenced post-lockdown for Auckland.

Home leave increased for tāngata, and there was more engagement for tāngata with whānau.

Lockdown periods brought about an increase in whare and tāngata going on group walks in the community (safely); a sign of improving health, wellbeing and livelihood.

Ngā mahi a Rēhia shifted online to ensure RIDSAS tāngata maintained their goals of engaging in tikanga and te reo Māori practices. Kapa haka online sessions were scheduled regularly.

A review of our Support Planning policy was completed, streamlining into one policy for all plans.

Improvements were made to the Complaints policy and procedures to align to legislated Code of Rights. Communication responsiveness also significantly improved over previous years.

Internal audits were done across all whare and included tāngata in the feedback process.

A standardised whare chattels/furnishings checklist was developed and this will form the basis for creating two exemplar whare.

All previous Audit Corrective Actions were completed and there were no issues from the mid-year surveillance audit.

All tāngata support plans, WINZ funding and packages were regularly checked and reviewed, where necessary.





Strategic Theme 2

Kaimahi (the people who do the work)

The kaimahi engagement survey was completed, attracting a 50% response rate.

Funding for specialised training and access into funded core training for kaimahi was obtained e.g. Autism, Digital and Financial Literacy and Positive Behaviour Support.

Content was uploaded into the Tickbox content management system to increase e-learning opportunities for kaimahi to access from the whare versus office attendance. A training calendar for the remainder of 2022 was also implemented.

A review was completed of the People and Culture team with key roles identified although the roles were not filled until July 2022.

During lockdown, exemplary kaimahi performance was identified. Additional support was provided to whare impacted by the pandemic. Kaimahi demonstrated their willingness to be adaptable for the safety and support of tāngata, which showed their dedication to their mahi.

Te Roopu Taurima currently has 42% of Māori kaimahi employed in the organisation. Pasifika employees make up 23%, 5% are NZ European, and the balance of 35% are other ethnicities.

A new Applicant Tracking System (ATS) was implemented, which aims to improve the candidate experience and speed things up for the hiring managers.

Strategic Theme 3

Te Roopu Taurima (the organisation)

The kaimahi engagement survey highlighted that Te Roopu Taurima being a kaupapa Māori service is a huge attraction for working in the organisation and needs to be built on.

Māori resource booklets were published on the website and internal sharepoint system.

All where PCs were upgraded, including software.

A centralised OnCall system was implemented, giving managers more breaks between rosters.

Strategic Theme 4

Tautīnetanga (sustainability)

A bank balance of over \$9M was achieved, creating at least a 2-month, up to 3-month reserve.

MPDS funding was obtained to upgrade the Time Target system to a new improved Humanforce system.

All NASC funded individual daily rates have been reviewed and are regularly monitored by Service Managers going forward.





Themes			
Tāngata (people we support)	Kaimahi (people who do the work)	Te Roopu Taurima (the organisation)	Tautīnetanga (sustainability)
Goals			
Services align with the values of tika, pono and aroha, a Māori Worldview	Attract and retain a minimum of 70% kaimahi Māori across all levels of the organisation	Best practice organisational structures, processes, systems and policies are integrated and embedded throughout the organisation	TRT is commercially savvy so that revenue comes from a range of sources and exceeds costs
Accommodation meets the needs of tāngata	Kaimahi demonstrate alignment with our culture and values	Services are underpinned by kaupapa Māori ways of working and are tāngata and whānau led in alignment with the principles of Enabling Good Lives	Growth and/or diversification of services will meet the identified needs of tāngata and their whānau and will be well resourced
Tāngata maintain control and choice over their lives	Quality performance in leadership, ownership and accountability is evident across all levels of the organisation	Mutually beneficial relationships and partnerships are nurtured, maintained and developed with relevant stakeholders to support TRT's demands for equity and inclusion for Māori with disabilities	Maintain and develop the capacity and capability to continuously identify the factors affecting our holistic growth in the long term, to counter the adverse factors, and roll out effective changes
The people we support experience wellness of body, mind, spirit and family	Kaimahi are highly engaged and satisfied in their roles	Gain faster insights, anticipate change and adapt quickly using digital transformation to drive innovation across our organisation	Tell our story well so our audience knows why they need us, what makes us so special, and why our service should be trusted

The programmes currently underway at TRT are:

Regional Intellectual Disability Supported Accommodation Services (RIDSAS)

This service is designed for Care Recipients under the Intellectual Disability (Compulsory Care and Rehabilitation) - IDCCR Act 2003. The aim of the service is to rehabilitate the Care Recipients back into the community, preferably doing vocational activities or employment of their choice.

Community Residential Services - Intellectual Disability

Adults with an intellectual disability are catered for within this service. They generally live in a 'group home' setting with other tāngata and receive constant supervision and support. The aim of the service is to support tāngata to achieve their individual aspirations or goals to the best of their capabilities. We also provide a happy, healthy and safe living environment that fosters quality of life for the tāngata.

Mental Health Services

The Residential Care and Rehabilitation service is designed for people with mental health conditions, some of whom are referred to our service under the Mental Health (Compulsory Assessment and Treatment) Act 1992. The aim of the service is to assist the tāngata whaiora to manage their conditions with appropriate supervision. We also support them to engage in recreational/vocational employment activities of their choice.

Vocational Services

Primarily for RIDSAS services, designed to assist tāngata to develop a vocational plan and help them achieve their goals or objectives under the plan to facilitate their rehabilitation back into the community.

Out of Family Respite

We provide respite to whānau and family members who otherwise look after their disabled tamariki at home. Unlike other residential services, tāngata are not permanent residents of the respite care where but access the service on an intermittent basis based on the needs of the whānau. The aim of the service is to provide a home-like environment and meaningful activities to the tāngata during their stay whilst their full-time family carers can have time to rest and re-engage.

Choice in Community Living/Supported Independent Living

This service is designed to support tāngata in their own home. The recipients of this service usually do not require total support and dictate their own weekly support hours in line with their personal annual funding package. The aim is to provide support in specific areas as determined by them or to provide the supervision and guidance to help them achieve their general life aspirations.





Finances

Summary Financial Statements

Cash Flow Statement

For the year ended 30 June 2022

	2022 \$000	2021 \$000
Net cashflow from operating activities	5,253	(1,762)
Net cashflow from investing activities	(320)	(196)
Net cashflow from financing activities	(329)	(318)
Net increase / (decrease) in cash and cash equivalents	4,604	(2,276)
Cash at Beginning	2,924	5,200
Cash at end	7,528	2,924

Balance Sheet

For the year ended 30 June 2022

	2022 \$000	2021 \$000
Total current assets	10,250	6,417
Total non-current assets	3,602	3,395
Total assets	13,852	9,812
Total current liabilities	6,553	4,941
Total non-current liabilities	1,079	957
Total liabilities	7,632	5,898
Net assets	6,220	3,914
Equity		
Accumulated surplus	6,220	3,914
Total equity	6,220	3,914

Income Statement

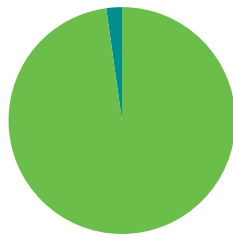
For the year ended 30 June 2022

	2022 \$000	2021 \$000
Total Revenue	40,883	36,931
Total Expenditure	38,577	36,793
Net surplus / (deficit)	2,306	138

Note: The full set of financial statements for Te Roopu Taurima will be uploaded onto the Charities Commission website no later than 23 December 2022

Breakdown of Revenue

MoH Contract Revenue
Other

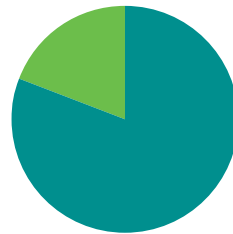


Revenue

	2022 \$mill	2021 \$mill
MoH Contract Revenue	39.9	36.5
Other	0.9	0.4
Total Revenue	40.8	36.9

Breakdown of Expenditure

Employee cost
Supplies

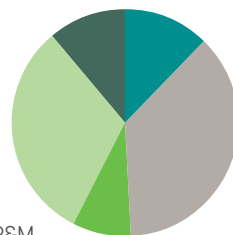


Expenditure

	2022 \$mill	2021 \$mill
Employee cost	31.3	29.6
Supplies	7.3	7.2
Total Expenditure	38.6	36.8

Breakdown of Supplies

Household Food
Motor Vehicle Costs
Admin Support
Depreciation Costs
Property utilities, Rent, R&M



Supplies

	2022 \$mill	2021 \$mill
Household Food	0.9	0.9
Motor Vehicle Costs	0.6	0.5
Admin Support	2.3	2.2
Depreciation Costs	0.8	0.7
Property utilities, Rent, R&M	2.7	2.9
Total Supplies	7.2	6.8

Income

Compared to the previous year, Te Roopu Taurima's revenue has increased by \$3.9 million during 2021 / 22 year to total revenue of \$40.8 million.

\$1.674 million of the increase represents prior period revenue, price increases in MOH contract prices, special COVID-19 funding and special projects funding streams. Balance of the increase is funding related to Pay Equity wage increases and this revenue increase was absorbed by corresponding increases in costs of service delivery.

Expenditure

The total Te Roopu Taurima expenses have increased by \$1.8 million during 2021 / 22 year to total expenditure of \$38.6 million.

The Employee costs have increased during 2021 / 22 by \$1.7 million, mainly due to the costs associated with COVID-19 lockdown, as well as Pay Equity wage increase covered by the additional funding. Other costs increases reflect increases in costs of service delivery due to volume / mix changes.

Cashflow

Compared to the previous year, Te Roopu Taurima's Cashflow has increased by \$4.6 million during 2021 / 22 year to total cash of \$7.5 million.

This increase relates mainly to additional one-off revenue received due to COVID-19, as well as extra revenue for Pay Equity and Contract price increases.



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