



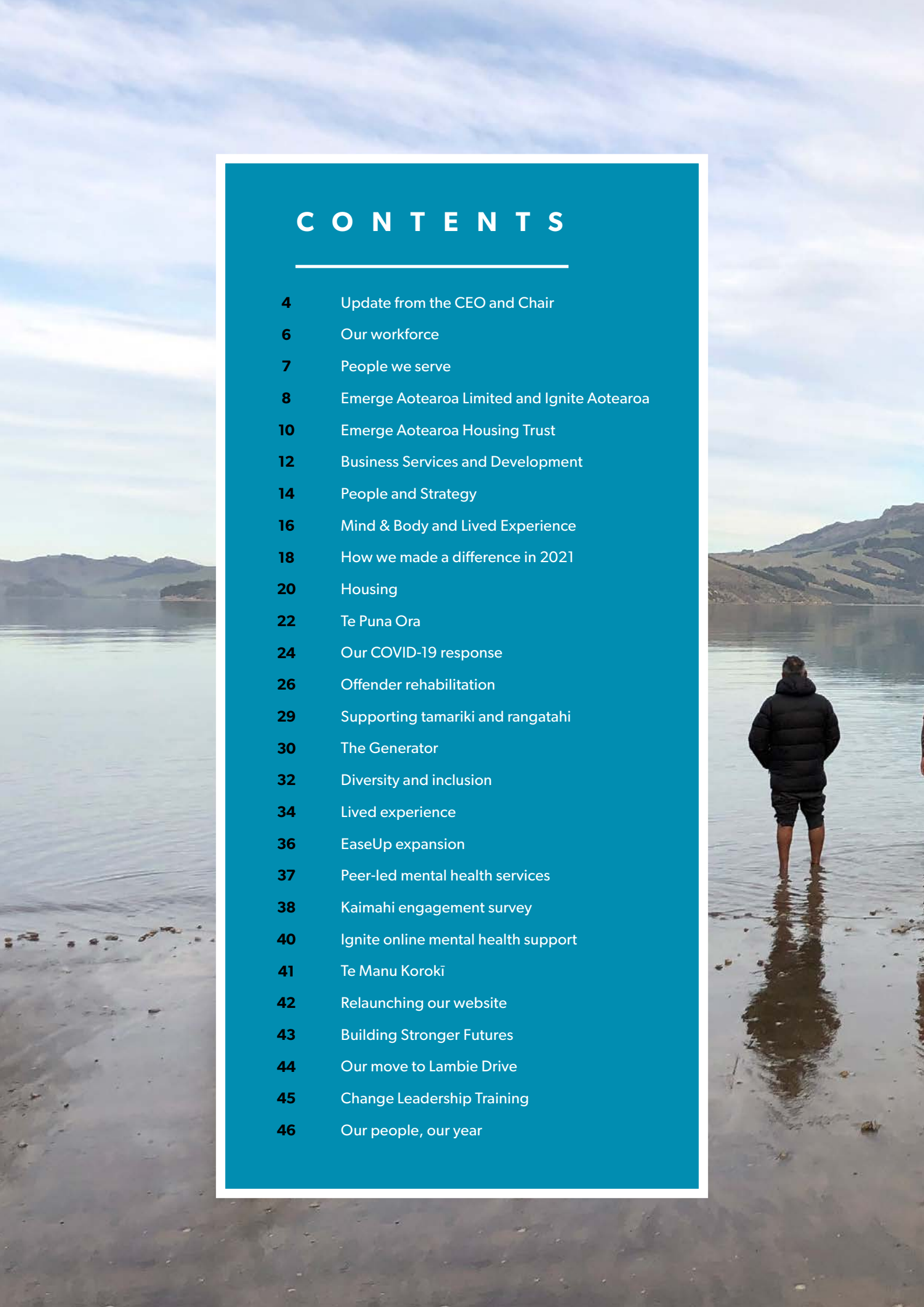
GROUP ANNUAL REPORT 2021



# C O N T E N T S

---

- 4 Update from the CEO and Chair
- 6 Our workforce
- 7 People we serve
- 8 Emerge Aotearoa Limited and Ignite Aotearoa
- 10 Emerge Aotearoa Housing Trust
- 12 Business Services and Development
- 14 People and Strategy
- 16 Mind & Body and Lived Experience
- 18 How we made a difference in 2021
- 20 Housing
- 22 Te Puna Ora
- 24 Our COVID-19 response
- 26 Offender rehabilitation
- 29 Supporting tamariki and rangatahi
- 30 The Generator
- 32 Diversity and inclusion
- 34 Lived experience
- 36 EaseUp expansion
- 37 Peer-led mental health services
- 38 Kaimahi engagement survey
- 40 Ignite online mental health support
- 41 Te Manu Korokī
- 42 Relaunching our website
- 43 Building Stronger Futures
- 44 Our move to Lambie Drive
- 45 Change Leadership Training
- 46 Our people, our year







## *Update from the CEO and Chair*

Kia ora koutou katoa.

Thank you for your interest in the Emerge Aotearoa Group. If you are reading this, it is likely you share our kaupapa to help strengthen whānau together, so that communities thrive.

This mahi has never been more important. The communities we work with are among the most heavily impacted by the need for affordable housing and access to mental health and disability services. And the COVID-19 pandemic has added further financial uncertainty and stress.

We take pride in sharing our kōrero about what the organisation has been able to achieve for thousands of New Zealanders over the past year. In 2021, we have grown many of our existing services, as well as initiated several new ones. This has included substantial growth in our provision of housing services and homes; expansion of our mental health and addiction services for rangatahi; supporting more people to be financially independent; establishing a nationwide, digital wellbeing platform; and growing the ways that people can receive peer-led support. More detail

about our work can be found later in this report and in our Impact Report.

Our track record in delivering effective services for individuals and their whānau is contributing to a higher national and international profile and more opportunities to contribute to the shape of Aotearoa's health, housing, and social service sectors. We are also using the knowledge and capability that we have gained to influence national policy and to support other community organisations in achieving their charitable objectives.

A clear focus for Emerge Aotearoa is to partner with like-minded organisations – Māori, Pasifika, NGOs, Government – to achieve better collective outcomes. We are optimistic that the reform of the New Zealand health and disability system will better enable these in the long term. In the short term, we are focused on working collaboratively to minimise the disruptions on the communities we serve, that almost inevitably come with system-wide change.

In many ways the COVID-19 response has changed relationships between the government,

private and NGO sectors for the better. We have met more often, we have engaged differently, and we have had more opportunities to work together and problem solve. Our decision to kickstart our digital platform Ignite and provide wellbeing resources for a wider group of people across the motu was part of Emerge Aotearoa's response to this. Internally we have opened up more, encouraging people to share their ideas and what they think is needed, so that we don't miss out on valuable opportunities to improve what we offer individuals, whānau and their communities.

We want to extend our heartfelt thanks to all kaimahi and the Board for the vital work you do. In response to COVID-19, every part of our organisation has pulled together to generate a cohesive and positive approach, with the absolute focus being on maintaining our services for the people we support. Whether they have been working from home, in our hubs, or continuing to provide services in the community, our teams have stepped up and our Board and Group

Executive Team have been right behind them, supporting new initiatives and ways of working. We would especially like to acknowledge Pat Snedden, who retired from our Board during the past year. Pat's wisdom, vision and commitment over many years has been greatly appreciated and will be hugely missed.

Despite the COVID-19 pandemic being as yet unresolved, we are optimistic about what the 2021/22 year will hold for the Emerge Aotearoa Group and the people we support. We are offering a strong suite of services, we're building even better partnerships across key sectors and we have important steps in place to make us an even more culturally capable and responsive organisation. We look forward to sharing our progress again next year.



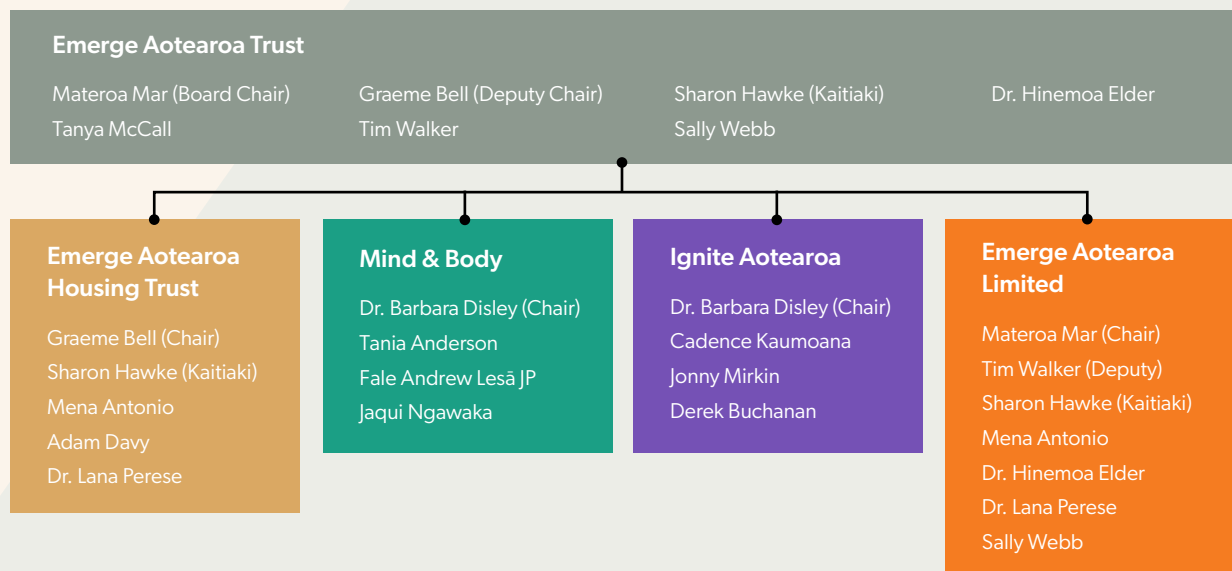
**Materoa Mar**  
Chair



**Dr. Barbara Disley**  
Group CEO

*Ka rongō i te ia o te aroha, he ngākau mahaki –  
A genuine intention to understand with a loving heart*

## Our Board and Committees

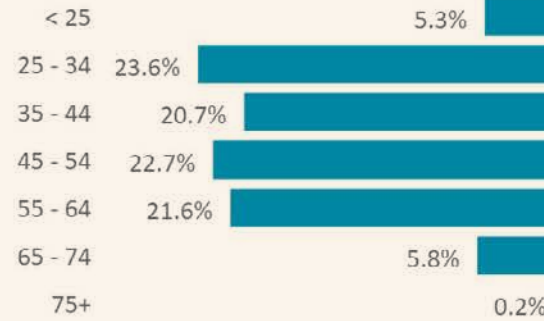
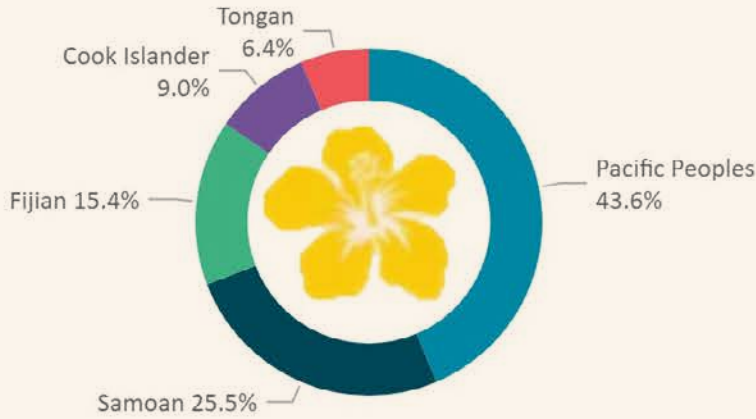


## OUR WORKFORCE

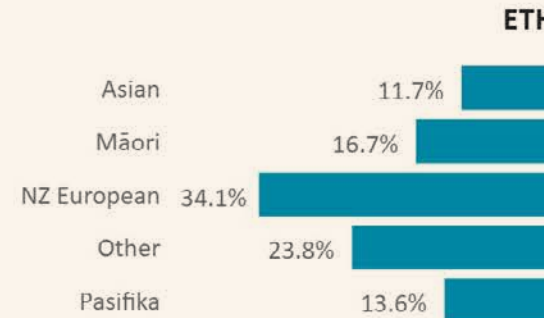
# 1,265

people were employed as at 30 June 2021

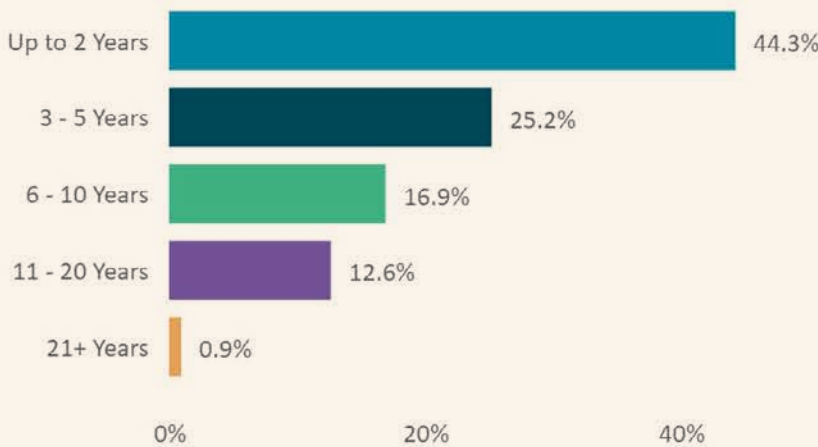
### OF THE 13% OF PASIFIKA KAIMAHI WE EMPLOY



### Our Workforce



### LENGTH OF SERVICE

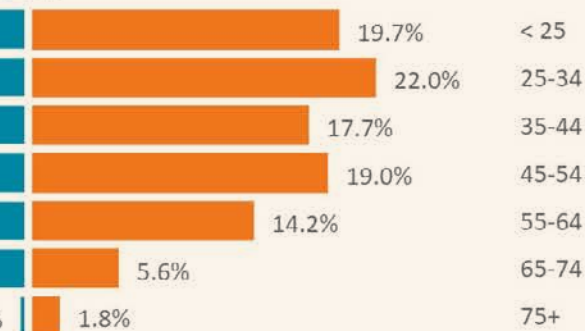


**191**  
services provided across the country



PEOPLE WE SERVE

AGE



People we Support

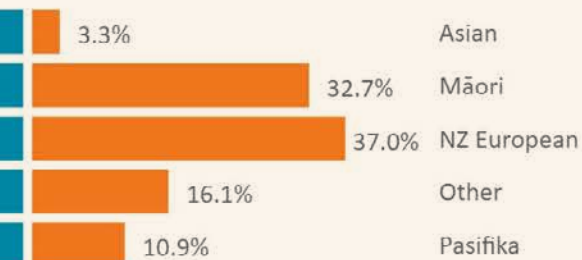
14,747

People have used our services during the year 1 July 2020 - 30 June 2021

6,229

People being supported by us on 30 June 2021

ETHNICITY



Number of Social Housing Offerings



Number of whānau\* supported in transitional housing and tenancy support services from 1 July 2020 - 30 June 2021

\*whānau range from 1-11 people



## GROUP EXECUTIVE TEAM UPDATES



### *Emerge Aotearoa Limited and Ignite Aotearoa*

E koekoe te tūi, e ketekete te kākā, e kūkū te kererū (It takes all kinds of people).

Our mahi has certainly been richer for the diverse thoughts and experiences everyone has brought to it this year.

The year has ended in the same way that it started, with COVID-19 consuming our time and attention. Our thoughts are with those who have experienced extended lockdowns and been adversely impacted by COVID-19 in different ways. We have been trying hard to embrace the new opportunities that it has presented us with and to capture and embed these learnings.

Despite all the upheaval and uncertainty, we have had a lot to celebrate. Our kaimahi are highly engaged, and in our annual employee engagement survey, they described our strengths as being inclusion and diversity, having

meaningful mahi, and strong relationships with their colleagues. Tangata Whenua, Pasifika, people with Lived Experience, and people who identify as part of the Rainbow Community represent some of our most engaged kaimahi throughout the Group.

The demand for our Housing Services has increased across the motu and we have extended our footprint. We are now providing transitional housing and housing support services the length of the country, having opened new services in Rotorua, Dunedin and Invercargill. Growth through adversity doesn't sit right with us and we will continue to partner with communities and iwi to develop local sustainable solutions. Through the flexifunds we manage on behalf of the Ministry of Social Development, we can help ensure that tamariki in emergency housing are receiving what they need to live well. In the last year, our housing



services and Ignite Aotearoa collaborated on an initiative with MSD to co-design (with tenants) RentWell, a programme to support tenants secure and retain rental property. The evaluation of the pilot was positive with approximately 50 per cent of attendees going on to secure tenancies. We are now rolling this out further.

We have also experienced service growth across our Health and Disability services. EaseUp, a youth mental health and addiction service with a strong peer and clinical partnership, has been adopted and implemented in Auckland and Waitematā DHB areas, and is about to begin in Waikato. The Access and Choice (Integrated Primary Mental Health and Addiction Service) programme has rolled out and we are delivering this in three locations. This provides easy access to mental wellbeing support within a GP practice. Our reputation for achieving great outcomes when we deliver services that require a bespoke and sophisticated response has meant that we have been called on directly by many government departments. We credit this to our genuine commitment to being culturally responsive and working side-by-side with whānau.

Ignite Aotearoa, our digital wellbeing start-up, is going from strength to strength, assisting workplaces in the NGO, private and public sectors to support their kaimahi to be well. We are proud that this new offering provides people with greater access to support and choice over when, where and how they receive it.

We continue to invest strongly in ensuring we are culturally responsive and in June we welcomed six new Kaiārahi (Cultural Partners) to the organisation. This was a momentous occasion held at Rāpaki Marae in Ōtautahi. Te Puna Ora (our Māori Cultural Team), is leading the embedding of our Te Tiriti Framework, a significant piece of mahi that will shape our path to becoming a Tangata Tiriti organisation for years to come.

Despite continued lockdowns this year, we have progressed with as much of our business-as-usual mahi as possible and continue to increase our organisation-wide digital competency in doing so. We transitioned our manager's hui Te Rito to virtual and opened it up to everyone. With hundreds attending, this was a blessing in disguise. The Te Puna Ora team have initiated morning and afternoon karakia, which has helped us connect with each other on a daily basis. Wherever possible, we have not let lockdowns inhibit our progress too much.

We have made steady progress on our Digital Transformation Project including introducing new Payroll, Finance and Human Resources Information systems which is no small undertaking – especially during a pandemic!

We have finalised the objectives in our business plan for the next three years, ensuring we understand and are responding to He Ara Oranga and preparing for the creation of Health NZ. We are currently recruiting for some exciting new roles which will lead us through this ever-evolving landscape. Change certainly is the only constant around here!

Finally, I cannot commend our hardworking kaimahi enough for the effort they have put into ensuring the safety of the people we work with, particularly in Tamaki Makaurau over these last twelve months. Ka rawe!

Me mahi tahi tātou mo te oranga o te katoa - working together for the well-being of everyone.

### **Nicola Coom**

Executive Director, Emerge Aotearoa Limited  
and Ignite Aotearoa

## GROUP EXECUTIVE TEAM UPDATES



### *Emerge Aotearoa Housing Trust*

It has been an exciting year for Emerge Aotearoa Housing Trust, with the completion of two successful social housing projects.

In September, we opened the doors to 15 new one and two bedroom homes in Mahia Village, Manurewa. The Village will have 112 homes in total with fellow community housing providers, Accessible Properties and Penina Health Trust, also providing social housing and a number of homes for first home buyers.

In March 2021, we completed 16 new one-bedroom homes in Great South Road, Manurewa. All 31 units are occupied with people who were waiting for housing on the public housing register. We also had a further five projects approved for funding by the Ministry of Housing and Urban Development for 87 new homes, including the redevelopment of an old

block of units owned by Emerge Aotearoa in Papatoetoe, and developments in Christchurch and Masterton.

However, despite the efforts of organisations like ours, the number of whānau on the public housing register continues to grow. Rising rent and living costs, and competition for rental properties, has meant many people have been unable to secure or sustain their accommodation, which has also increased the demand for emergency and transitional housing.

In response to this demand, we supported Emerge Aotearoa's Housing Services by contributing to the leasing, set up, tenancy and property management of over 70 new homes in Christchurch, Hamilton and Napier, and two complexes in Wellington for transitional housing.



We also supported the leasing of 123 homes for the Housing First and Creating Positive Pathways programmes in Wellington and Christchurch, providing much needed accommodation for whānau who had been homeless long-term or were exiting prison - people who are regularly discriminated against in the housing market.

Emerge Aotearoa Housing Trust's focus for the coming year is to continue to grow the number of social homes, particularly in regions of high unmet need and where we have a transitional housing presence. We are continuing to work towards being part of the solution to Aotearoa's housing crisis. We will also continue working to improve our properties and the way we engage with whānau in our homes. We will also focus on partnering with Māori, iwi and Pacific Peoples to support their housing aspirations.

To achieve as much as we have this year has taken a mammoth effort from a great team. The kaimahi that work in Tenancy and Property teams, our Finance team and fellow Housing Services teams have worked so hard to develop, deliver and support housing for a wide range of people in need. Thanks also to the Ministry of Housing and Urban Development for working alongside us to fund our many housing projects and to our development partners for making it all happen. We are grateful to you all and look forward to continuing to work with you on this important mahi.

**Hope Simonsen**

General Manager Housing Trust

## GROUP EXECUTIVE TEAM UPDATES



### *Business Services and Development*

Another year with more COVID-19 disruptions to businesses across Aotearoa, and Auckland bearing the brunt of lockdowns. Again, technology came to the fore in keeping Emerge Aotearoa connected, when the ability to meet in person was challenging.

From a technology standpoint, it was a big year for the Emerge Aotearoa Group. We implemented new payroll, time and attendance, and Human Resource Information systems. These were big projects that impacted the whole business, but we will continue to realise the benefits of the investment in the years to come. We have another 12 months of our digital transformation journey to run, with several other substantive projects under way, which will enable us to be more effective in our work.

Group revenues continued to grow, driven in the main from our response to the housing crisis. With major changes in Aotearoa's health care system on the horizon, growth in health and disability services understandably slowed. Our challenge over the coming years will be to seek opportunities to work with Health NZ and identify opportunities to deliver services in different ways and support better outcomes.

From a financial perspective, the Emerge Aotearoa Group continued to perform strongly, and it has a solid financial base to look for opportunities to do things differently and seize opportunities when they arise.

Looking forward, I see that our operating environment will continue to be challenging. The COVID-19 delta variant and changes in

government policy will put additional pressure on our workforce. With our international borders in the main closed, and unemployment levels at all time lows, there are many opportunities for people seeking employment, which may lead to challenges in recruiting new staff to the Group. We are also seeing rising construction prices, high property prices and a constrained supply chain. These are some of the challenges we will need to navigate over the next 12-24 months.

Last year, I spoke about adjusting to the new normal. I don't believe we have settled on what the new normal will be yet. The Emerge Aotearoa Group will need to be agile in the coming months and be comfortable working in a space where there is a high level of ambiguity. Until the new normal really starts to settle, we can expect to travel a path where change is constant.

**John Cook**

Group Chief Financial Officer

\*For full financials please visit our website [www.emergeaotearoa.org.nz](http://www.emergeaotearoa.org.nz)



## GROUP EXECUTIVE TEAM UPDATES



### *People and Strategy*

Throughout the pandemic challenges of 2020/21, it's been incredible to see the level of resilience and courage of our people as they rose above it all and continued providing outstanding services to our communities. Their response to various COVID-19 outbreaks, as well as alert level restrictions has been stellar, and it is reassuring to know that our services are in the hands of such capable and caring kaimahi.

The pandemic has also presented opportunities to improve our mahi, as many of us have adapted to working remotely in and around lockdowns. Through our learnings from COVID-19 restrictions, we developed and launched a new flexible working policy, and it has already seen many kaimahi making use of it to work in new ways.

Leadership capabilities were also a key focus this year, as we invested in targeted development programmes for kaimahi at all leadership levels. This included Manager Essentials (for new

leaders), Kahihatea (experienced leaders), Leading Change (senior leaders), Te Ngākau Hihiko o Te Kākā Tarahae (Māori leadership development), and a new National Manager development programme.

In June, we were excited to support kaimahi with a new HR Information System, IntelliHR, which provides a more user-friendly, self-service system to view their data and records. This rollout was a huge milestone for our Te Manu Korokī digital transformation programme and we are excited to see the ongoing benefits it will have for our teams across the country. New technologies like this are helping us simplify processes, increase efficiency and improve the kaimahi experience.

Following on from the development of our new Rainbow Partner role last year, we were proud to make this a permanent position at Emerge Aotearoa in 2021. This dedicated role has not only assisted our kaimahi with resources to help

support those they work with but has also been instrumental in helping to foster a place where all staff can feel truly welcome and respected. The role also allows us to fully engage in this space across our entities and external agencies. Additionally, we've made a concerted effort to celebrate our diversity by supporting important initiatives, such as a week-long campaign for Pink Shirt Day and participating in the Auckland Pride March.

I am sure that these efforts contributed to some of the great results we saw in this year's kaimahi engagement survey, in which 70 per cent of our organisation participated. The survey found that not only is engagement high (7.8 out of 10), but our Diversity and Inclusion results were very promising. Goal setting, peer relationships and meaningful work were also among the top strengths that were identified.

Our people really are the face of our organisation, and recruiting the right people is critical to delivering great services. We are working hard to meet the rising challenge of competition for talented people. It is important for our future that we are continuing to attract diverse talent, particularly Māori, Pasifika, and people with lived experience to Emerge Aotearoa. This requires a clear sourcing strategy, further improvements to our processes, and robust policies.

Looking ahead, our strategic initiatives for the coming year will be around targeting a more diverse leadership population, further entrenching a culture of wellbeing and safety, and firmly embedding Te Tiriti o Waitangi into our people policies and processes. In this way, we will be ensuring that our foundations remain

strong and that our practices are designed with kaimahi at the very centre.

I would like to take this opportunity to sincerely thank each and every member of the People Experience team for their hard work, dedication, and resilience over the past year. Not only are they exceptional people practitioners, but they are also wonderful people, who I have been very grateful to work alongside.

### Luke Franks

National Manager People Experience

Natalie Thain is the Acting Group Director People, as of September 2021.



## GROUP EXECUTIVE TEAM UPDATES



### *Mind & Body and Lived Experience*

It has been a true honour to be part of the Mind & Body and Lived Experience whānau for the past year. While Mind & Body is a relatively small entity, it is the largest peer-led organisation in Aotearoa and the only peer-led organisation that delivers services nationally. PeerZone joined the whānau in January 2021, bringing with them a depth of experience that has already proven to enrich the work we are doing, particularly in youth primary health care.

We came into this year from a period where COVID-19 had significantly altered the world, and this opened opportunities, allowing us to be part of some great initiatives. Collaboration has been a key theme this year - the fundamental premise of these collaborations being that they are used to solve an issue that is beyond the function, skills, or expertise of one organisation alone. We have

seen how this approach of working together, putting different strengths, skills, and expertise towards a common objective, has fuelled us to achieve some exceptional results.

Our response to opportunities during the pandemic has shown that we have a forward-thinking mindset, with a willingness to learn new skills, try things in new ways and accept opportunities that might make others hesitate. This has included having our kaimahi work within DHB Urgent Care Centres, set up under a COVID -19 response, to help address people's increased levels of mental distress.

The step into telehealth, alongside Whakarongorau, for the 1737 peer helpline has been a significant one for Mind & Body. This David and Goliath partnership has truly leveraged the strengths



of both organisations and we continue to share and learn from each other. The evaluation of this service has clearly articulated the positive impact of a peer alternative and reinforced the growing body of evidence and motivation for more access to peer options and alternatives.

Our collaboration with Odyssey continues to thrive, with The Haven Crisis Café going from strength-to-strength, securing funding for three years. The Citizenship Project is also achieving very similar outcomes here in Aotearoa as it does internationally, growing a deep sense of community and belonging, and supporting whānau to thrive and people to participate as full citizens. The collaboration between Mind & Body and Odyssey in the redevelopment of the Citizenship handbook, to include a stronger Aotearoa context, has been exceptional considering the small investment in this project. Our hope for the future of the project is that, as it develops, it will consistently embed Te Ao Māori in the framework and content.

In the last year, Mind & Body and Mahitahi have worked closely with the lived experience sector to co-design Manawa Ora – Tikanga for Lived Experience Storytellers. This framework will be used by Te Hiringa Hauora/Health Promotion Agency and Nōku te Ao: Like Minds providers to support future facilitators, who share their lived experience of mental distress and/or addiction in public forums. It is available for others in the sector as well.

Mind & Body has seen significant changes in the Nōku te Ao: Like Minds programme, with an important strategic shift to Kaupapa Māori delivery. We hold a rich 15-year history of working in the Nōku te Ao: Like Minds space, challenging prejudice and discrimination. Disappointingly, we are no longer formally involved in the delivery of the programme,

but we believe our expertise in this field holds potential for future business opportunities under the ReTHINK umbrella and brand.

This year, Mind & Body has taken a leadership role in the development of Emerge Aotearoa's Lived Experience Framework, engaging the Innovation Unit to support the co-design process across all of the organisation's entities. The framework is both ambitious and practical, and the future implementation process is likely to offer multiple future leadership opportunities.

The year ahead will likely offer both challenges and opportunities under the current health reforms and shift to Health NZ and the Māori Health Authority. Our responsibility to be ready and prepared for the future is important, while promoting the growth and development of a bold and courageous peer and lived experience workforce. The consumer, peer support, and lived experience workforce development strategy 2020 – 2025 sets a direction for the workforce and its future, and will offer opportunities, as growing this workforce is a long-standing Ministry of Health priority.

A key shift that we are prioritising is our cultural responsiveness, and shifting service delivery models and peer approaches from a strong individual focus to a whānau-centred approach. In doing so, we are upholding the principles of Tino rangatiratanga, Ōritetanga and Wairuatanga. This shift ensures that we align with the Mind & Body strategy of being a peer centre of excellence, through high quality, innovative, whānau-centred peer and consultancy services.

### **Magdel Hammond**

National Manager Mind & Body  
and Lived Experience

# *How we made a difference in 2021*

In the last 12 months, Emerge Aotearoa kaimahi went above and beyond to support the people we work with, during what was another challenging year in New Zealand's history.

We worked hard to navigate our way through various COVID-19 alert level changes and lockdowns, and are pleased with what has been achieved, as well as the positive impact we've made for the people we serve.

Throughout these times, we have remained committed to our values Whakawhanaunga (connecting with a purpose); Ako (walking and learning together); Manaaki (engaging with respect) and Whakamana (acting with integrity), applying them in all that we do.

We also made important strides in truly living by our three strategic pou of 'Māori Succeeding as Māori', 'Lived Experience and Diversity are Privileged', and 'Thriving Pacific Peoples'. This included the development of our Pasifika and Kia Rite Kia Mau cultural competency frameworks, as well as the appointment of six new Kaiārahi into our cultural team, Te Puna Ora. We also began building a new Lived Experience Framework that will act as a guide to ensure privileging lived experience is embedded in our day-to-day mahi.

We continued to make a significant impact in the housing space, supported by our hard-working Housing Trust and Housing Services teams. In the past year alone, we supported 4540 people to find a secure home or sustain their tenancy, and developed 31 new homes. An official blessing has been held at the opening of each new

development. We were also thrilled to hear that five upcoming projects have been approved for Ministry of Housing and Urban Development funding, for the construction of 87 new homes that will be owned or leased by Emerge Aotearoa Housing Trust.

Our Supported Living Service also worked with close to 100 people who were released from prison during the year, as they re-integrated back into the community. The service has helped them to find accommodation, start in a job or training, connect with whānau, and access healthcare.

Providing support to those who need it most has remained one of our key strengths, and we were proud to see great progress in this space. We were delighted with the ongoing success of Ignite Aotearoa, our easy-to-use digital platform that provides people with access to resources and appointments with mental health and wellbeing specialists. More than 2100 people from workplaces across the country are now subscribed to Ignite. Numbers continue to grow as the organisation becomes a full-service employee assistance and wellbeing provider. More than 10,000 website visitors and 1,000 social media followers have also been recorded.

The Generator also continued to expand, helping people turn their bright ideas into successful, small business enterprises. A total of 408 people completed (or are completing) their journey with The Generator, which is funded by the Ministry of Social Development, and that we offer in partnership with Vaka Tautua. Since the programme's launch in 2019, more than \$1.1

million in seed funding has been distributed to individuals and whānau to kickstart their dreams of running their own business.

Being a leader in peer-led mental health services, we made further progress in providing greater choice and access to people wanting these specialist services. In the past year, Mind & Body became the home of PeerZone, a peer-led mental health enterprise. Our youth mental wellbeing and addictions service, EaseUp, also obtained new funding from the Ministry of Health to expand its services into the Auckland and Waitematā DHB areas.

Strengthening our processes and implementing digital tools for a more efficient future has also been a key focus this year, with many initiatives from our Te Manu Korokī programme rolled out,

and concerted efforts made to help our Health & Disability kaimahi deliver even better outcomes for the people we work with.

We have also worked hard to ensure Emerge Aotearoa is an organisation where all kaimahi feel safe, respected and valued. We were proud to announce that our new Rainbow Partner role has been made a permanent position in the organisation, and have supported several initiatives to help everyone feel welcome, including attending the Auckland Pride March and participating in Pink Shirt Day.

With Emerge Aotearoa services now spread from one end of the country to the other, we are proud of the impact we are making, and the commitment of our kaimahi to improving outcomes for individuals, whānau and communities.



## HOW WE MADE A DIFFERENCE IN 2021

# Housing

The need for housing continues to grow and Emerge Aotearoa has within the past year furthered its commitment to supporting whānau into warm, dry and safe homes.

As part of this, we are proud to share some of the achievements that have been made in providing homes and housing services within the last 12 months.

“At Emerge Aotearoa, we believe housing is a human right, not a privilege, and affordable, secure, warm housing is a key foundation for health and wellbeing,” Chief Executive of the Emerge Aotearoa Group, Dr Barbara Disley says.

### Housing Trust

Emerge Aotearoa’s Housing Trust team were kept incredibly busy through 2020/21, with several new social housing developments either initiated or completed, and even more in the pipeline.

The year got off to a great start with the opening of 15 new one and two bedroom homes at Mahia

Village in Manurewa in September 2020. The village will eventually feature 112 homes, with fellow community housing providers Accessible Properties and Penina Health Trust, also providing social housing and a number of homes for first home buyers.

We were also delighted to open a brand new Manurewa social housing development in March, which provides 16 homes to people in need. Our Kaumatua Toi Senior and Tio Junior led a beautiful blessing at the site, which has appropriately been named Pohutukawa because of the large Pohutukawa tree at the front entrance.

Our developments attracted visits from a number of guests who wished to see our housing work for themselves. In February, we welcomed Hon Dr Megan Woods and Minister Marama Davidson to one of our Transitional Housing properties, and we also showed Dr Neru Leavasa, MP for Takanini and Hon Poto Williams, Minister for Building and Construction and Associate Minister Housing (Public Housing), around Mahia Village.





A number of housing projects are in the pipeline for 2022. One of these is a social housing development in Masterton, where 22 homes will be located in a wider group of properties. The whenua was officially blessed in July 2021 and the work is expected to be completed by June 2022.

The Ministry of Housing and Urban Development has also agreed to fund five projects for the construction of 87 new homes that will be owned or leased by Emerge Aotearoa Housing Trust. This includes the redevelopment of an old Emerge Aotearoa block of units in Papatoetoe, as well as developments in Christchurch and Masterton.

### Housing Services

It has also been a productive year for Emerge Aotearoa's housing services across the country. National Housing Manager Gemma Bateman says 1359 people were supported to successfully move into social housing, private rentals and flatting situations. "We were pleased to see that 34.5 per cent of people exiting our services went to private rentals," she says.

A total of 298 whānau were also supported to retain their tenancies through the Sustaining Tenancies Service. Other highlights included the positive outcomes from Creating Positive

Pathways (CPP) and Housing First services in Wellington and Christchurch, and seeing the differences we could make for tamariki living in motels, through the flexifund we administer on behalf of the Ministry of Social Development.

An exciting new housing service was established in Rotorua called Te Hau ki te Kainga (the winds that guide you home) in collaboration between three NGOs - Emerge Aotearoa, Wera Aotearoa Charitable Trust, and Visions of a Helping Hand Trust. Supported by Ngati Whakaue, it will assist people into long-term housing and focus on creating communities.

Throughout the 2020/21 year, Emerge Aotearoa's housing teams, particularly those in Auckland, had the added pressure of navigating the COVID-19 Delta outbreak. Alongside their important day-to-day roles, they had to get used to new ways of working, which sometimes included supporting people to isolate and transfer into MIQ facilities.

"There's definitely been a lot of stress and pressure on people this past year," Gemma says. "The reward is that we regularly receive feedback from people saying that our support to find a home gives them hope in one of the most difficult times in their lives."

## HOW WE MADE A DIFFERENCE IN 2021

# *Te Puna Ora*

This year, we were thrilled to welcome our new Te Puna Ora team members who will help guide the organisation's cultural understanding and further enhance our commitment to honour Te Tiriti o Waitangi.

The new team members include a Pouako who oversees cultural competency and six Kaiārahi (formerly known as cultural partners) who are located throughout Aotearoa.

Te Puna Ora is led by Mana Whakahaere, Manawanui Parata, who describes his new role as the navigator on the waka. Manawanui says the team's important mahi will include ensuring policies are culturally sound, providing training for kaimahi, developing a Te Tiriti framework, and creating an action plan that incorporates Te Ao Māori and Tikanga to guide the organisation to a more inclusive model.

"The Kaupapa (and strategic pou) around Māori succeeding as Māori is quite edgy," Manawanui

says. "What I want to do is see where this takes us in terms of structure and delivery. There's a real purpose to delivering a service that is equitable for Māori, that provides options for Māori, and opportunities for kaimahi to serve people in a more Māori way."

Manawanui and Te Puna Ora team have been supported throughout this journey towards greater equity by the mahi of Pouako Edwin Wikatene. "It's been great to have Edwin on the team building our cultural capacity," Manawanui says. "He has been instrumental in a number of these initiatives, is a highly regarded practitioner in Tikanga Māori, fluent in Te Reo and a natural born leader. He really knows how to capture the hearts of people."

"A lot of mahi is being done by Te Puna Ora team, and senior leaders have been coming to me and saying, "I'm really proud of this organisation."

*"Ko te pae tarāhiti, whāia kia tata;  
ko te pae tata, whakamaua kia tina –  
Seek out distant horizons and  
cherish those you attain."*



## HOW WE MADE A DIFFERENCE IN 2021

# *Our COVID-19 response*

As the COVID-19 pandemic continued to unfold this year, Emerge Aotearoa worked hard to protect its people and ensure services could operate safely and effectively for our communities. Our response gave certainty to those who rely on us, encouraged vaccination take up for both COVID-19 and influenza, and even earned a national award.

Through the changing COVID-19 alert levels, our COVID-19 Response Team led the organisation's response to the pandemic, providing leadership, guidance, and clear, consistent communications. This was critical, both to kaimahi and those accessing our services.

Sharing the Ministry of Health's advice and giving clear directions were central to helping kaimahi stay safe, informed, and connected, as they worked remotely from home, from our hubs, or performed their roles in the community.

For people using our services, good communication was critical to empowering them with timely and accurate information. We worked to ensure our social media, newsletters, and communication through kaimahi reflected the latest advice from the Ministry and carefully interpreted what this would mean for our services.

This strategic response saw the development of a dedicated COVID-19 microsite for kaimahi, where they could find regular updates, important resources, FAQs, quick links to information and support.

Our Chief Executive and Group Executive Team were also very visible and present throughout the response, sharing video updates and participating in kaimahi meetings across the organisation.

The welfare of kaimahi and the whānau we support was the driving force for our response, and it was incredibly pleasing to see these efforts acknowledged at a national level. In May 2021, Emerge Aotearoa was humbled to receive the Public Relations Institute of New Zealand's (PRINZ) Silver Award for our internal COVID-19 communications.

Marketing & Communications Manager Theodora Despotaki said the achievement was a testament to the hard work of many people during what was a dynamic and challenging time. "Every day, we strive to do the very best we can for our services and to make a difference in people's lives, so to be recognised for those efforts was very special."

Theodora accepted the award on Emerge Aotearoa's behalf, alongside Priority Communications Director Michele Hider. Priority Communications works with Theodora to deliver internal and external communication across the Emerge Aotearoa Trust entities.

The PRINZ awards recognise excellence and showcase outstanding communications work carried out by communications professionals in New Zealand.

Although COVID-19 remained one of Emerge Aotearoa's chief concerns through the year, we



were also mindful of other harmful illnesses that commonly circulate. Beginning in April, Emerge Aotearoa offered all kaimahi a free influenza vaccination. This rollout supported the Ministry of Health's ambitions to have 80 per cent of the country's health care workers vaccinated against the virus.

As an organisation entrusted with supporting thousands of people in our communities, including those who are more vulnerable to serious illness, this was a sensible step to reduce risk and protect the people we serve.

This same concern also informed our commitment to supporting New Zealand's national COVID-19 vaccine rollout. Work has begun on sharing Ministry of Health vaccination information with our kaimahi, to not only protect themselves, but also to support the people they work with to be vaccinated, as they become eligible.

This initiative will be a key focus as the country's vaccination rollout ramps up in the last half of 2021.



L-R PRINZ Awards Chief Judge, Kate Woodruffe, Emerge Aotearoa Marketing and Communications Manager Theodora Despotaki, Priority Communications Director Michele Hider, and PRINZ Chair Fiona Cassidy.

## HOW WE MADE A DIFFERENCE IN 2021

# *Offender rehabilitation*

Emerge Aotearoa's provision of mental health services through the Department of Corrections: Ara Poutama Aotearoa has been helping those in need to develop long-term strategies for a healthier future.

The team of mental health clinicians and support workers has been assisting people in prison or on probation, as well as those exiting prison, since 2017, with services provided across the Northern and Central regions of Aotearoa (from Northland to Tūrangi).

Over the past year, Clinical Operations Manager Kirsten Norris says trauma and its impact on wellbeing continued to feature strongly in people's need for mental health support.

"The biggest need we see is a result of the level of trauma that people have experienced in their lives, such as abuse, neglect and other

traumatic events. The impact of trauma can cause feelings of hopelessness and diminish people's ability to cope. We engage with them by using a combination of interventions and methods to develop coping strategies to manage their mental wellbeing."

Through its contracts with Department of Corrections, Emerge Aotearoa delivers intervention support in most prisons and seven probation offices, from Northland to Tūrangi, through its Improving Mental Health service. This is designed for people experiencing mild to moderate levels of mental distress and involves working with Corrections staff on how to identify and support people in need.

The service's 19 skilled clinicians, including registered nurses, occupational therapists, social workers, and Drug & Alcohol Practitioners' Association Aotearoa-New Zealand (DAPAANZ)



kaimahi, work on-site at the prisons and probation offices to provide flexible and responsive care.

More than 1500 people were referred to the service over the past year. Kirsten says that the clinicians' ability to build trusting relationships helped many of these people to open up to them.

"It takes a certain kind of person to go into a prison and get someone to open up and talk about what they've gone through. Often, people have said to our clinicians that this was the first time they've actually spoken to someone about their mental health, which is a huge step."

The clinicians deliver talking therapy, a type of therapy that helps people to understand and make positive changes in their thinking, behaviour, feelings, and emotional wellbeing.

For those being released from prison, who have mental health concerns and/or a cognitive impairment, Emerge Aotearoa also provides a 10-bed supported living service across Auckland and Hamilton, which helps people to integrate back into the community.

The Supported Living service received a total of 97 referrals in 2020/21. The service's support workers assisted 29 people in prison to establish a re-integration plan which included their individual goals. Of those, 25 people entered the service, which provided them with a place to live, and support to access community services, find employment or training, connect with whānau, and access health services.

"People are referred to this service, but it is up to them to decide if they want it," Kirsten

says. "Generally, they stay in in our supported living housing for about three months, but we also provide a step-down service to ensure they have what they need as they find alternate accommodation. It can be incredibly tough to transition to life outside of prison, and our service takes a holistic view of their wellbeing."

A central focus for the Improving Mental Health and Supported Living services during the year was working with people to develop coping strategies that could help them in the future. Kirsten says this ranged from assisting someone to manage their anxiety in front of a parole board, through to finding ways to engage with other people in more acceptable ways.

"The end goal is to help people reach a healthier place, where they can take care of their wellbeing more effectively than they might have been able to before."

COVID-19 lockdowns impacted on the way Emerge Aotearoa was able to deliver some of its offender rehabilitation services in the 2020/21 year but the team, together with Ara Poutama Aotearoa, adjusted to these challenges to continue meeting people's needs.

"Under alert levels three and four, clinicians cannot be in prisons or on probation sites, so we adapted the Improving Mental Health service to be delivered over the phone," Kirsten says.

Looking ahead, the teams will continue working hard to meet mental health and supported living needs, while assisting each other to continue training and upskilling for an even more effective service.



## HOW WE MADE A DIFFERENCE IN 2021

# *Supporting tamariki and rangatahi*

Through our partnership with Oranga Tamariki, Emerge Aotearoa has continued to deliver initiatives that support and care for rangatahi who are best served through sophisticated and specialist interventions.

In 2020/2021, we worked closely with young people and their whānau to support their needs and make a difference in their lives.

One of our key services has been providing residential care. Through our Te Whare Whai Oranga programme, Emerge Aotearoa provided a home for Christchurch rangatahi displaying harmful sexual behaviours. These young people are referred by Oranga Tamariki via the Police and generally stay at Te Whare Whai Oranga for up to 12 months. This five-bed, funded service has been running for more than a decade.

For young people requiring specialist support, our Ahuru Mowai residential programme gave them a place to live as we worked with them to transition back home to whānau or independent

living. This service is staffed around the clock, and supports rangatahi who have been directly referred from Care and Protection facilities.

Support was also provided to whānau through Multi-Systemic Therapy. This intensive parenting intervention assisted whānau in managing children with challenging behaviours. We provided therapists who are available 24/7 to work with parents or caregivers to develop confident parenting methods. Through this support, we aim to improve outcomes for children, which can include less criminal offending and substance use, and improved participation in school or other positive opportunities.

In addition to continuing these services with Oranga Tamariki, our work in the next year will include developing a new service in Hastings. This will be a three-bed home for rangatahi with high needs, including wrap-around support that will feature whānau involvement, daily activities, and support to attend school or other education facilities.

## HOW WE MADE A DIFFERENCE IN 2021

# *The Generator*

A growing number of New Zealanders are being supported to create their own financial independence, thanks to The Generator.

The Generator is a Ministry of Social Development project being jointly delivered by Emerge Aotearoa and Vaka Tautua. The project provides mentorship and seed funding to Kiwis experiencing financial hardship, to kickstart their dream of building their own business or enterprise. People are also provided with mentorship and coaching to help them research, learn and sustain their venture long-term to build a better financial future for themselves and their whānau.

Since the initiative was launched in 2019, more than \$1.06 million in seed funding has been distributed to people and whānau. To date, more than 75 per cent of funding recipients have been Māori or Pasifika, and more than two thirds of participants are either transitioning off or are no longer requiring benefit payments.

Whanganui resident George Jackson says taking part in The Generator has helped him to launch his business of making traditional Māori rewena bread, without having to take on unmanageable

debt. He says that when he was growing up, his grandmother would make rewena bread, which is similar to sourdough but is made using a fermented potato starter to make the bread rise.

Many years after his grandmother passed away, one of George's cousins made a batch of the bread. "It brought back lots of memories," George says. "It took me right back to the old days, so I got some starter from him and began to make it to teach my tamariki that this is what we used to eat when we were their age."

George then discovered that the traditional Māori techniques used to make rewena bread had been disappearing. This inspired him to start his own business, Jackson's Rewena Bread, to preserve the art and make sure future generations would be able to taste an important piece of Māori culture.

"I think that when you bring the rewena bread to the table you are bringing your ancestors too," he says.

Some of the key things George discovered about setting up his own business were how important it was to practise, learn how

*"I think that when you bring the rewena bread to the table you are bringing your ancestors too."*

George



to accurately complete all of the necessary paperwork, and develop an understanding of funding.

“The support from The Generator has been huge. It’s hard work starting a business. I had run out of funds so if it wasn’t for the support from The Generator I would have gone into debt,” George says. “Now that the business is underway, it’s going quite smoothly.”

Since starting his business, George has opened his own shop and hopes to get his rewena bread on more of Aotearoa’s tables.



“Now, I want to supply supermarkets with the rewena bread and make it a nationwide thing, so that it’s not forgotten and people can access it. Commercially, nobody else is making it the traditional way,” he says.



## HOW WE MADE A DIFFERENCE IN 2021

# *Diversity and inclusion*

Celebrating diversity and responding to the needs of marginalised communities, particularly LGBTQI+ whānau, has been an important focus for Emerge Aotearoa entities.

Following the success of our Rainbow Partner role that was created in 2019, this year the Emerge Aotearoa Group was delighted to put our continued support behind this initiative and make the role permanent from 1 July 2021.

Our Rainbow Partner, Cynthia Spittal has been working hard in this space, helping to support our kaimahi who work directly with clients, while also supporting the organisation to be a welcoming, inclusive place to work.

In our 2020 kaimahi engagement survey, 13.3 per cent of our organisation reported that they identified as part of the Rainbow community,

which is a much higher rate than the general population. Importantly, we were pleased to learn that our Rainbow kaimahi feel very engaged and included in our organisation.

Cynthia says this result speaks to the huge effort Emerge Aotearoa has made to make diversity and inclusion more visible. This has included making more resources available on our intranet, taking part in the Auckland Pride March in February, and promoting days of significance to the Rainbow community such as Pink Shirt Day and International Day of Transgender Visibility.

“When you feel accepted and included, you feel more able to be your whole, authentic self,” she says.

A particular highlight for the year was presenting at the Government’s Cross Agency Rainbow





Network Conference at Parliament House in March. This was a wonderful opportunity to discuss the work of our Rainbow kaimahi network, Te Whānau o Uenuku, with other NGOs and dedicated Rainbow organisations.

Kaimahi from across the organisation have been able to reach out to Cynthia for guidance to better support the Rainbow whānau they work with. Our people have also been empowered to use initiative where they see a need in their local communities. In Napier, for example, we were proud to see the service use a grant from our Make A Difference fund to purchase books to support whānau and their children on their transgender journey.

Emerge Aotearoa also takes pride in providing a voice on the development of public policy and legislation, particularly as it relates to improving and protecting diversity and inclusion in Aotearoa. In August 2020, we submitted feedback on Statistics NZ's consultation on sex and gender identity statistical standards. Looking ahead, we anticipate there will be further opportunities to share our perspectives on a range of issues, such as proposed changes to hate speech legislation and the Births, Deaths, Marriages, and Relationship Registration laws, as well as the proposal to prohibit conversion therapy.

In October 2020, Emerge Aotearoa teams showed their support for Pink Shirt Day, an international awareness campaign that works to ensure we all feel safe amongst our whānau, communities, workplaces and schools. Although Aotearoa has made progress towards being more inclusive and accepting, Cynthia Spittal

says it is disheartening to hear that those with diverse sexual orientations are still three times more likely to experience bullying than those in the general population.

Emerge Aotearoa is wholly committed to providing a safe, welcoming and inclusive workplace for everyone, and honouring our strategic pou of Lived Experience and Diversity are Privileged.



*“When you feel accepted and included, you feel more able to be your whole, authentic self.”*

Cynthia

## HOW WE MADE A DIFFERENCE IN 2021

# *Lived experience*

Emerge Aotearoa is committed to privileging lived experience. In the last year we have taken a number of steps to deepen this mahi.

In May, we embarked on the development of a Lived Experience Framework that will help us to amplify the voice of lived experience and diversity in our day-to-day work. We have also welcomed a new partner to our Lived Experience Team.

The Lived Experience Framework will support our strategic pou that 'Lived Experience and Diversity are Privileged', providing a guide for these voices and experiences to be sought out and listened to throughout our work. From this, it is hoped our mahi will lead to even better outcomes for the people we serve.

The framework is being designed with people who access our services, along with kaimahi from across the organisation. It will support us to ensure we honour human rights approaches and continue to develop collaborative partnerships with people who access our services, at an individual, service, organisational and systemic level.

Vic Thompson, one of our Senior Peer Support Specialists says through his own experience of accessing help for a drug and alcohol addiction, he knows the role lived experience plays in achieving better outcomes for people.

"Stigma in health and support agencies, whether it is intended or not, stops people from seeking help. I've experienced services that felt clinical and imposing, where you are treated as just a number, even if that's not what they were trying to do.



"I remember telling my doctor for the first time that I used methamphetamine. In those days, patients had folders. He took my file and in big red marker wrote, 'Methamphetamine User' on the front, as if I wasn't Vic Thompson – I was a drug problem. I didn't bother asking him to take it off, I just didn't go back," he says.

It wasn't until Vic began working with peers who had walked in his shoes that he saw that recovery was possible. Being amongst people who had lived experience made him feel listened to, respected and inspired, and he now dedicates his life to helping others on their own path.

The Lived Experience Framework also has the support of Lived Experience Partner, Sheree Veysey who is helping to coordinate the project. Sheree joined this specialist team in June and

comes to the role with a wealth of experience, having previously worked on the nationwide initiative, 'Like Minds, Like Mine' as well as the 'Two+ Rethink Programme'.

"The intention is that, through our Lived Experience Framework, we can fully champion our strategic pou, gain greater understanding and further improve our mahi for the people Emerge Aotearoa supports," Sheree says.

Our Lived Experience Partners help people who access our services to have a say on how

our services are designed; they support the organisation to address and reduce the impacts of stigma and discrimination; and work closely with managers to ensure lived experience knowledge is embedded in decision making. Emerge Aotearoa has three Lived Experience Partners who work alongside the National Manager to deliver this important work.

It is anticipated the Lived Experience Framework will be completed early in the 2021/2022 financial year.



## HOW WE MADE A DIFFERENCE IN 2021

# *EaseUp expansion*

Two years after its launch, EaseUp continues to deliver positive results for tamariki in Auckland.

Initially a community-based youth alcohol and drug service funded by the Emerge Aoteroa Trust Board, EaseUp has expanded into a mobile community-based service that supports youth who are experiencing challenges with their mental wellbeing and/or alcohol and other drug issues. The service provides holistic support to fit the needs of young people, which is delivered where the young person feels most comfortable. EaseUp is made up of peer support workers and clinicians who work in partnership with the young person.

An independent evaluation of the pilot phase of the programme was conducted by MelaTest International in June 2021. It found that youth using EaseUp services felt empowered and well supported to change their lives.

In February 2021, an investment from the Ministry of Health, allowed EaseUp to expand to cover more of Tāmaki Makarau, including Auckland and Waitematā DHB areas, as far north as Wellsford and south to Ōtāhuhu. The new funding has increased the ages EaseUp can support to 12-24 years old (previously 13-20 years old). Service offerings have also been expanded to include working with people who are experiencing mild to moderate mental wellbeing challenges, as well as providing brief intervention services and support for overcoming substance issues.

Emerge Aoteroa Trust Chief Executive Dr Barbara Disley says that while the Trust Board invested in funding the EaseUp pilot, its goal was to obtain outside funding so the programme could expand.

“We knew this innovative model of care worked and the Board decided to invest in it and demonstrate its effectiveness,” Barbara says. “The EaseUp team have done a fantastic job and are very committed to helping make a difference in the lives of the young people they support.”

Since launching in June 2019, a total of 155 youth have been referred to EaseUp.



## HOW WE MADE A DIFFERENCE IN 2021

# *Peer-led mental health services*

Mind & Body, our peer-to-peer support, advocacy and education entity has made great steps to increase its service offerings this year, and we were proud to announce that it is now home to PeerZone.

PeerZone is a Wellington-based, peer-led social enterprise providing peer support services as well as resources, toolkits and workshops for people with lived experience and the people who work with them. It was established by Mary O'Hagan and Sara McCook Weir, who both have lived experience of mental distress and of working to improve the lives of their peers.

From 1 February 2021, PeerZone became part of Mind & Body, helping provide people with greater choice in accessing peer-led services. PeerZone also currently provides one-to-one and group-based peer support for the Piki pilot programme in the Wellington area, which supports rangatahi to strengthen their wellbeing.

National Manager Mind & Body and Lived Experience Magdel Hammond says bringing PeerZone into Mind & Body has been a great step in helping to improve access and choice for people.

"Peer services play an important role in our communities. They support people to step outside



of the 'illness and problem culture' into one of personal growth and healing.

"Currently, there are really limited options for people to access peer services in Aotearoa and it's important that, as a sector, we continue to nurture and grow these options," she says.

Mary O'Hagan, one of the social enterprise's founders has had a long-standing relationship with Mind & Body, and reported that the Emerge Aotearoa entity was top of mind when considering a new home for PeerZone.

She says she trusted Mind & Body would take good care of PeerZone and ensure it stayed true to its values of self-determination for people with lived experience, the privileging of lived experience knowledge, and the principle of mutuality.

Emerge Aotearoa is looking forward to seeing the positive outcomes PeerZone will have in our communities, as Mind & Body continues to deliver its programmes across the country.

## HOW WE MADE A DIFFERENCE IN 2021

# *Kaimahi engagement survey*

Having highly engaged staff who feel valued at work is an important part of being able to deliver great services to the people we support. This year, we were pleased to see very commendable results in our kaimahi engagement survey.

Undertaken in January and February 2021, the survey attracted responses from 70 per cent of our organisation. Of particular note, Emerge Aotearoa as a place of work scored 7.8 out of 10 in staff engagement.

The survey identified that our main strengths were goal setting (8.6 out of 10), meaningful work (8.4 out of 10), and peer relationships (8.1 out of 10). Māori, Pasifika and Rainbow kaimahi also reported high levels of engagement and inclusion. In fact, they scored slightly higher on these two factors than their peers who do not identify as part of these groups.

National Manager People Experience Luke Franks says the outcomes from the survey indicate Emerge Aotearoa is on the right track. "Staff engagement surveys are a useful tool for measuring how organisations are doing at a particular point in time. It was very promising to see that on the whole, Emerge Aotearoa is seen by its people as a good place to work and a workplace they would recommend to others."

"It was quite reassuring to see that our people really understand how their role is making an impact in their communities and that they have a sense of purpose. It tells us that the work they are doing each day feels rewarding and that they are well placed to make a difference in people's lives," he says.

Another positive finding from the survey was that staff believe our values are being lived by leaders within the organisation, and this is something we have actively been working on through our three strategic pou, 'Māori Succeeding as Māori', 'Thriving Pacific Peoples' and 'Lived Experience and Diversity are Privileged'.

This was the first time we have used this particular staff engagement platform to capture results, but a smaller survey was carried out in 2017. Although not run in the same way, results from this year's survey were a big improvement on 2017, particularly for engagement and inclusion.

Luke adds that the organisation is hoping to conduct the survey more regularly in future to help identify trends and show where improvements can be made.

Data from the 2020 kaimahi engagement survey will be used to inform strategic decisions for Emerge Aotearoa.



## HOW WE MADE A DIFFERENCE IN 2021

# *Ignite online mental health support*

Ignite Aotearoa has had a highly successful year, following its early launch in response to the nationwide 2020 COVID-19 lockdown.

The social enterprise provides flexibility and choice in how people grow their wellbeing and improve their mental health. Its modern platform allows users to access wellbeing tools and resources, track their wellbeing and mood, book one-on-one support sessions with qualified practitioners such as counsellors and mentors, and attend wellbeing workshops.

More than 2100 people from workplaces across Aotearoa are now subscribed to Ignite. That number continues to grow, along with Ignite's range of support providers, mentors and coaches.

Feedback from Ignite subscribers has been very positive, with many saying they would recommend the platform.

"I used my tokens to join the Psychological Safety workshop and I thought it was excellent. I learnt so much and now I'm encouraging everyone in my team to do it," said one user.

Another subscriber said, "I consider myself resilient and resourceful, but lately I have been feeling anxious about everything. My employer provided me with access to the Ignite platform and it's made a world of difference."

In the last year, Ignite's other activities have included conducting workshops, such as the two-day 'Ready to Rent' sessions for people living in emergency housing in Wellington. The programme was created alongside Emerge Aotearoa Housing Trust and the Ministry of Social Development, and aims to empower people who are looking for a rental home to secure a tenancy and maintain it.

Over the next year, Ignite will introduce its social assistance programme and launch new subscription packages, which will enable workplaces to offer individual platform access to whānau of their staff.

**[ignite.org.nz](https://ignite.org.nz)**





## HOW WE MADE A DIFFERENCE IN 2021

# *Te Manu Korokī*

Te Manu Korokī, our three-year digital transformation programme, is continuing to help us work more efficiently for the benefit of those we serve.

Through this programme, we have been introducing new tools and ways of working that allow us to spend even more time supporting the community. Prior to this, a number of our systems had aged to the point that they were no longer suitable. We wanted to ensure we were using technology that would support a more efficient and sustainable future.

In 2020/21, as we approached the halfway point of this programme, we focused on providing kaimahi with tools to carry out their work more efficiently. This included improved record keeping and financial systems, streamlined processes that are friendlier for our mobile workers, upgraded privacy and cyber security measures, and better business systems to manage teams and scheduling.

As part of this programme, we were pleased to roll out more than 800 updated digital devices to kaimahi, which gave them improved access to collaborate and work with their peers. For many, these new devices have also given them greater flexibility to take notes with people they support out in the field.

In addition to this, we implemented cloud-based productivity and collaboration tools, including a new and improved intranet, Te Kete. These tools have made it easier to access important work documents from any device and facilitate kōrero across teams. This was particularly important



throughout changing COVID-19 alert levels, as kaimahi sought to connect with each other while working remotely from home.

We also streamlined several key business processes to make common administrative tasks more accessible and easy to perform. These improvements included a new rostering and timesheet system that kaimahi can access on their mobile phones. It allows them to accept shifts, submit leave and check rosters from wherever they are. This improvement was backed up by a new payroll system that integrates with the rostering application, and a new human resources tool that makes finding important employment information a much faster and simpler experience.

Te Manu Korokī is all about empowering our kaimahi to do the very best they can for the people we serve, and providing our managers with the tools and data they need to lead our organisation with confidence.

Training and coordinated communications have been important in successfully introducing these new tools to our people, and we are looking forward to moving full-steam ahead for the remainder of the programme.

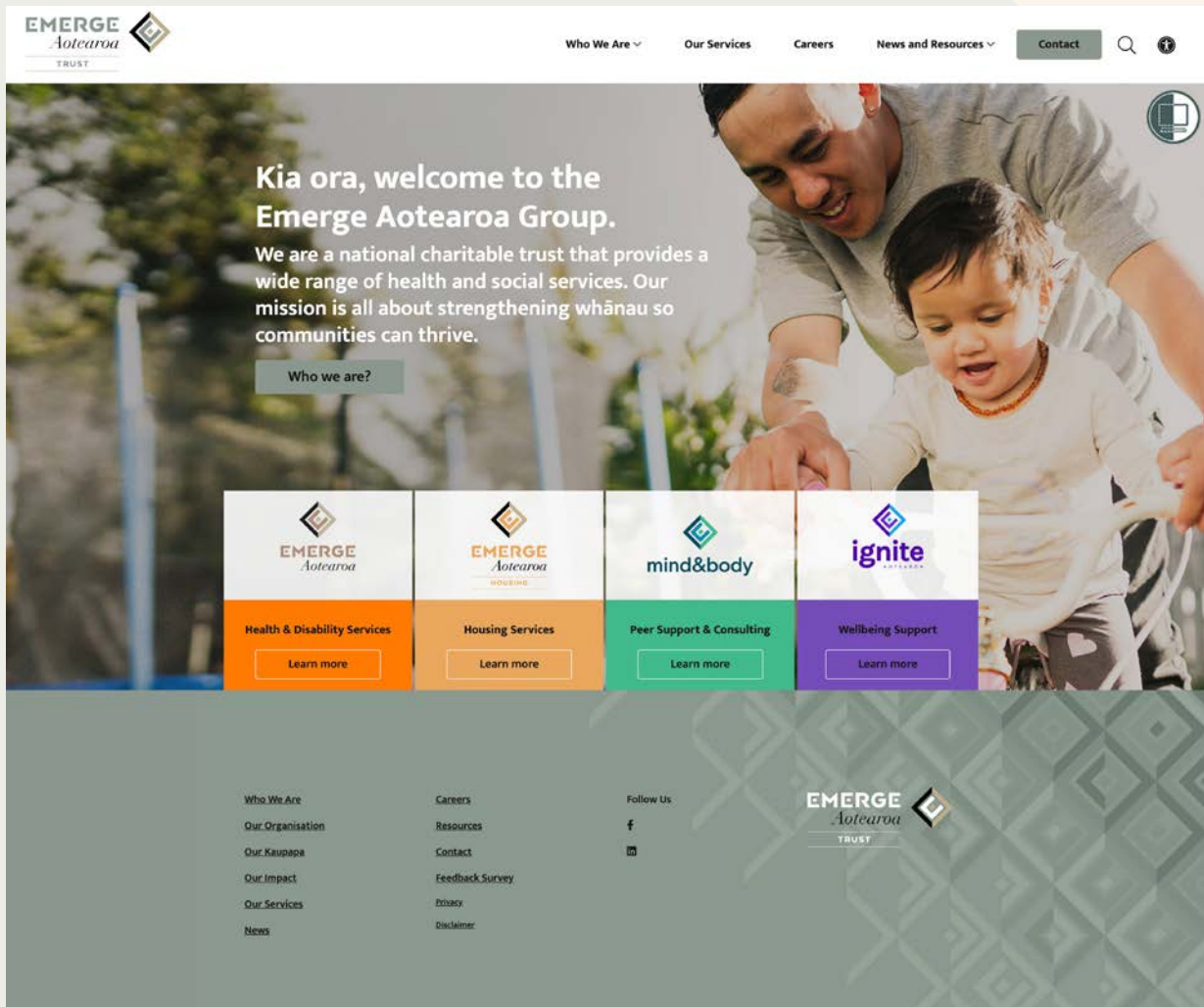
## HOW WE MADE A DIFFERENCE IN 2021

# Relaunching our website

In January 2021, we relaunched the Emerge Aotearoa website to ensure it better reflected the organisation and was easier for everyone to navigate. Many hours of mahi went into getting this right and we were thrilled to receive overwhelmingly positive feedback when it launched.

Now, when you visit, you'll find links to access Health & Disability Services, Housing, Mind & Body and Ignite Aotearoa directly on the homepage. You'll also find plenty of information about our organisation, services, kaupapa and careers, plus newsletters, annual and impact reports, resources, news and more.

[www.emergeaotearoa.org.nz](http://www.emergeaotearoa.org.nz)



## HOW WE MADE A DIFFERENCE IN 2021

# *Building Stronger Futures*

Our Building Stronger Futures programme has been making great progress in encouraging higher standards in our day-to-day mahi.

The programme, which focuses on our Health and Disability services, is about supporting kaimahi to deliver even better outcomes for the people we work with, and ensuring we are meeting our audit requirements.

Building Stronger Futures has eight workstreams – medication management; goal planning; internal audits; induction; policies and procedures; site-specific processes; core training; and any other issues that are identified. Strengthening Foundations, a programme within Building Stronger Futures also focuses on record keeping, goal setting, and note taking.

In 2021, Building Stronger Futures focused strongly on improving our goal planning; updating policies and procedures; providing training opportunities for kaimahi; and ensuring our records for those we support were up-to-date.

Goal planning allows us to help people make changes in their life for an even better future and is integral to our work. In September 2020, we introduced new resources to help kaimahi with developing short and long-term goals with the people they support. The resources act as a guide to encourage even better documentation and monitoring so that we can provide the very best, tailored support for people.

This financial year, we also made a concerted effort to review our policies and procedures to ensure they are fit-for-purpose and help us to reach the best possible outcomes for people accessing our services. Through this work, we updated our Medication Management Policy & Procedures, Smoke-free Environment Policy, Security Policy, Engagement Policy and Supervision Policy.

Alongside these reviews, we also enabled all kaimahi to complete training that informs their day-to-day work and helps them to work with people safely.

Through the Strengthening Foundations workstream, kaimahi have been working hard to ensure all information for the people we support is complete and up-to-date in our records. Kaimahi reviewed the information they had for those they work with and completed missing details. With more complete records, we are now in an even better position to support our communities.

Reviewing these records supports best practice and allows us to work more efficiently and effectively for those who access our services.

In December 2020, a successful external surveillance audit was carried out that validated the work of the Building Stronger Futures programme. It continues to be an important body of work



## HOW WE MADE A DIFFERENCE IN 2021

# *Our move to Lambie Drive*

In November 2020, three of our teams moved into our new offices on Manukau's Lambie Drive.

Kaimahi from shared support services, health and disability, and housing were thrilled to be at the new location together. Since the move, many events have taken place at our new where. There has been lots of learning and even more laughter.

As well as allowing these three teams to come together, Lambie Drive gives us the space to grow if necessary in the future.



## HOW WE MADE A DIFFERENCE IN 2021

# *Change Leadership Training*

Emerge Aotearoa was excited to introduce special kaimahi training this year to help us navigate change and bring a strategic approach to it.

As the events of 2020 and 2021 have shown, change is a real and inevitable part of both our personal and professional lives, and being able to lead an organisation through various changes is vital for our future.

In February and June 2021, we provided Leading Change training to two groups of leaders in our organisation. The training offered tools to foster

conversation and growth around change. Topics included emotional resilience, models of change and adaptive mindsets.

Participants were encouraged to discuss an example of change they were already leading or that was on the horizon. This allowed the training tools to be directly applied to real-world examples.

Another training session is scheduled for September 2021, which will bring the total number of participants to 37.





# *Our People, Our Year.*





# 2021



## EMERGE AOTEAROA

### AUCKLAND

Phone: (09) 265 0255  
5/17 Lambie Drive, Manukau, Auckland 2104  
P O Box 76227, Manukau 2241.

### WELLINGTON

Phone: (04) 589 9442  
71 – 73 Port Road, Seaview, Lower Hutt, 5010  
P O Box 30229, Lower Hutt, 5040.

### CHRISTCHURCH

Phone: (03) 371 5599  
8 Kennedy Place, Hillsborough, Christchurch, 8022  
P O Box 2322, Christchurch, 8140.

Email: [info@emergeaotearoa.org.nz](mailto:info@emergeaotearoa.org.nz)  
[www.emergeaotearoa.org.nz](http://www.emergeaotearoa.org.nz)



**EMERGE**  
*Aotearoa*

---

**TRUST**

---

*Realising potential ■ Tautokohia te mana tangata*