

ANNUAL REPORT

2020



THE ASSOCIATION FOR THE AGED
Inspiring active ageing



OUR VISION

Leaders in innovative solutions for elders,
inspiring a life worth living.

OUR MISSION

To alleviate distress of the elderly and
other vulnerable groups.

OUR VALUES

Trust; Accountability; Transparency; Care; Respect;
Integrity; Purpose; Service; Compassion; Environment.

OUR PURPOSE

To make dignity, growth and meaningful life a realistic
prospect for all elders.

CONTENTS

Message from the Chairperson	2
Tafta Council	3
CEO's Report	4
Operations Report	6
Human Resources Report	14
Organogram	17
Tafta: A Year in Review	18
Snapshot of COVID-19 at Tafta	19
Tafta's Five-year Balanced Scorecard: 2020-2025 is Launched	20
Income Development and Public Relations Report	22
Support Services Report	26
Finance and Administration Report	29
Treasurer's Report	31
Summarised Financial Statements	32
Acknowledgement of Donors	33



MESSAGE FROM THE CHAIRMAN

I am honoured to present The Association for the Aged's (Tafta's) Annual Report for the 2020/2021 financial year.



An annual report is usually a reflection of an organisation's successes on the closing financial year. This year, the successes we reflect on commemorate this Organisation's resilience in one of the toughest years experienced by most across the entire world. We record and acknowledge that Tafta's resilience is firmly rooted in the commitment and dedication of all those who are employed, affiliated and connected to the purpose we pursue. The personal sacrifices made by everyone is a sobering reminder that in the face of adversity, Tafta's strength lies in its people and we extend our gratitude to all for remaining steadfast and staying the course.

By April 2020, the world had already been plagued by the COVID-19 coronavirus pandemic. The leadership team rallied fast to implement measures to keep our elders safe from the human devastation the virus was wreaking globally. Their response was immediate and effective,

indicating a level of agility, flexibility and alertness that set a tone of resilience that remained for the rest of the year.

The Executive Committee and Council members were amazed by the determination and persistence shown by staff to do more, be more and live their mission to serve and protect the elderly. For all of us, it was evident that the mission was an urgent one, and the need to pull together to support the Organisation's efforts became a priority for Council.

On reading this report, the extent to which every single department was pushed to levels of resilience and dexterity to meet the Organisation's mission was clearly apparent. I am extremely proud that despite the many challenges that were thrown at them, the staff's commitment to the broad strategic imperative to remain focused on the needs of the vulnerable elder population remained steadfast.

These levels of resilience are reflected in our continued cost savings efforts, which indicated a decrease in our expense base of **4% (R3,1m)** – this, despite the additional **R1,7m** expenditure on unbudgeted COVID-19-related expenses. Unfortunately, the pandemic also resulted in decreased revenue of **R2m**, creating an operational deficit of **R21,3m** in the 2020/2021 financial year.

While we continue to experience the financial fallout of the pandemic on business and thus funding for this sector, I am encouraged by the Organisation's ability to skilfully maintain

its sustainability and growth ambitions through the newly adopted 2025 strategy. With so many NPOs closing their doors during this time, it is even more important that we stay the course.

This year, the Council bid farewell to Council member Doris Shembe-Ntuli, who sadly passed on. We also bid farewell to former Chairperson Russell Scorer, who retired from Council in 2020 and who has personally mentored me in this role. Mr Scorer remains an ardent Tafta supporter and we are grateful for his guidance when requested.

To the volunteer EXCO and Council teams that continue to provide support through their wise counsel, we remain indebted to you. Your guidance to our executive staff and, in fact, all our Tafta staff members, is recognised and greatly appreciated.

In a time when leadership is sadly lacking in the global arena, I am proud of the astute leadership of Tafta CEO Femada Shamam. She has managed myriad crises during this financial year and does an admirable job in leading her staff, relatively unscathed, through troubled waters.

We are grateful to the staff who remain loyal and dedicated and the supporters and donors who continued to give, even during these troubled times.

Sincerely

Mr Wicus Jacobs
Tafta Council Chairman



TAFTA COUNCIL

Honorary Chairman

Mr J.J. Jacobs

– appointed: March 2018

Honorary Vice-Chairman

Mrs C. Shandu

– appointed: 2019

Honorary Treasurer

Mr C. Barford

Secretary to the Council

Mrs A. Rampersad

– appointed 1 April 2019

Members

Mr R.E. Scorer

Mr D. Warmback

Mrs N.M. Sithole

Mrs D.F. Shembe-Ntuli

Dr S. Ramlall

Mrs Zee Zeka Ngcamu

Mr M. Barry

Chief Executive Officer

Mrs Femada Shamam

Chief Financial Officer

Mrs Nita Sewpersad

Divisional Managers

Finance/Admin

Mrs Renee Chislett

Human Resources

Mrs Marshnee Naidoo

Operations

Mrs Tasneem Fareed

– resigned effective 30 November 2020

Income Development and Public Relations

Prevashni Naidu

Support Services

Mr Bernard Courtois

Wellness Centres

Anna Conradie Wellness Centre

Mary Asher Wellness Centre

Primrose Wellness Centre

Oldfield Wellness Centre

Clubs

Bluff Social Club

Clairwood Senior Citizen Club

Jolly Hearts Club

Happy Hearts Club

Muslim Club

Seaside Seniors

Sunshine Club

Catering Division

Cook 'n Care

(closed 31 March 2021)

Residences

Tafta on Ridge

John Conradie House

Kings Hall

Tafta Lodge

Langelier Towers

Wellness Care Units and Assisted Living Units

Tafta on Ridge Frail Care and Assisted
Living

John Conradie House

John Dunn House

Tafta Park Care Cottage

Golden Years Sheltered Housing

Retirement Complexes

Kings Hall

Lucas Gardens

St. Catherine's Close

Ocean View

Cambridge Gardens & Robert Storm
House

Tafta Barns Cottage

Retirement Villages

Tafta Park

St. Martins Village

Community-Based Services

Professional Social Work Counselling

Home-Based Care

Meals on Wheels

Ageing in Place

Community Outreach

Lobbying & Advocacy



CEO's REPORT

The year of resilience



The 2020/2021 financial year will be remembered as the year of resilience. We started the year with mixed emotions brought on by the country going into a national lockdown to curb the spread of the coronavirus.

As we banded together in solidarity to comply with the government regulations that accompanied the declaration of a National State of Disaster, we were ill-prepared for being in lockdown for the entire year, albeit there were shifts in the alert levels. The pandemic

completely changed the manner in which we delivered care and support to the elders in our care and in the community.

As at the end of March 2021, a total of **182** people (staff and residents) contracted the virus, with peak infections noted during the national first and second waves of the infection curve. Unfortunately, some **24** people succumbed to the virus, a fatality rate of **13%** against total known infections. These deaths impacted families and friends deeply, leaving people in a constant state of fear, anxiety and frustration. The climate under which Tafta operated in this year under review impacted on every aspect of our operations, as you will read in the report that follows.

Amid the health turmoil, Tafta continued to support elders in the best way possible and the focus now shifts to the many examples of resilience. The Operations Team responsible for the direct delivery of support and care to our elders had to demonstrate the ability to be agile as they pivoted between the different alert levels when the infection rates increased or decreased. The safety of elders was

the primary concern and even though the directive from the Department of Social Development was the closure of all community-based services and service centres, Tafta continued with the most essential service of Meals on Wheels.

As the country moved to Alert level 4, home-based care services resumed, even though at this stage the services were not being subsidised by the State. The home-based carers continued to visit their elders in the community to assist them with activities of daily living. We did note a drop in the numbers of the beneficiaries and this was as a direct result of the lockdown regulations preventing gatherings and restricting access into facilities that house elders.

We increased our call for community support as every face-to-face fundraising event had to be cancelled. This was a huge concern as the fundraising target to offset the operating deficit was set at **R26m**, a target that, under normal operations, was going to be a challenge and under the pandemic environment appeared to be an insurmountable task.

The Tafta staff persevered, taking every day as a challenge to do something to keep our elders safe while at the same time ensuring that basic needs were met. There were many lessons learnt along the way and we seized



The pandemic completely changed the manner in which we delivered care and support to the elders in our care and in the community.

the opportunity to forge deeper relationships with those in our care, with many of the residents volunteering their services at times when our human resources were stretched to capacity. We extend our appreciation to each of them for their wisdom, guidance, patience and tolerance.

Many of the major renovation projects had to be put on hold, however, the Facilities Management Department completed its biggest renovation project at Kings Hall to replace both the balustrades and windows in the entire building. We anticipated that the management of the project of this nature was going to be challenging as the building was going to be an active construction site while also continuing to house elders. This project reached completion during the year through the tenacity, dedication and commitment of all parties involved. We ended the year with a safer, smarter looking building that the residents were proud to call home. Take a few minutes to read through the reports by the Facilities Management Department.

After being in operation since 1997, on 5 November 2020, the Tafta Council ratified the decision to discontinue operating the central kitchen, Cook 'n Care in Lanner Road, as at 31 March

2021. The kitchen was no longer economically viable, especially as all external clients had cancelled their contracts. A new service provider, Capitol Caterers, was contracted to provide meals to Tafta elders for the coming four years.

We also noted the closure of Granny's Attic during the year.

While there was the closure and discontinuation of some services, we saw an increase in our online presence. Increased public relations and marketing ensured that the work of Tafta could continue as we supported those in our care. We closed the year with an increase in online fundraising by **171%**.

The support, guidance and oversight of the Tafta Council members were pivotal in not only keeping the morale of the staff up during trying times but also providing objective feedback to ensure good governance. During the year, there were changes to the Council membership, which is recorded on page 3 of this report.



We record our appreciation to former Chairperson Russell Scorer for his wise leadership. Mr Scorer continues to be a firm supporter of Tafta even though he resigned as Council member in 2020. We sadly also record the death of Council member Doris Shembe-Ntuli. Mrs Shembe-Ntuli was a giant in the NPO environment, helping to create and sanction the social development infrastructure both locally and nationally.

To the current Council members: we remain grateful for the commitment to the Tafta purpose of making dignity, growth and a meaningful life a realistic prospect for all elders.



OPERATIONS REPORT

The Operations Department encompasses a basket of services provided to elders within the Tafta homes and the geographic community that we serve. Our services are needs-based to support elders to achieve dignity, meaning and joy.

The year 2020 marked the beginning of the new five-year strategy plan with the core focus on care and support while simultaneously engaging in partnership and collaboration to expand our service reach. The plans of the Operations Department were hampered by the global COVID-19 pandemic as our services had to be transformed and adapted to meet the changing needs within our homes and community.

For the year under review, we reflect on the resilience of elders and staff on the unprecedented journey that the pandemic created with gratitude and awe.

Transformation: To Deliver Comprehensive and Innovative Solutions to Elders – Eden Alternative

John Conradie House/Langeler Towers, Tafta on Ridge and John Dunn House, which are Eden Alternative-accredited buildings, went through many challenges that tested our operational methods, thought processes and our 'Eden' eyes. This proved so during the announcement of the hard lockdown in March 2020 whereby the President enforced movement restrictions across the country. The lockdown impacted on the livelihood of the elders in our care and they felt confined and socially isolated. It was in the context of the hard lockdown that we reflect on the services of the 2021 financial year.

In the spirit of alleviating the three plagues of loneliness, helplessness and boredom among elders, the staff who

worked onsite during this period encouraged elders to participate in stimulating activities as an antidote to the COVID-19 regulations.

The Eden spirit encouraged elders to unify throughout the different lockdown levels as they pulled out their sewing machines and set to work creating colourful face masks for every single fellow resident. This initiative aligned with our vision statement: "Leaders in innovative solutions of elders: Inspiring a life worth living." We do this by encouraging and facilitating independence and involvement!

Elders took ownership of their home and signed up to become volunteers to assist with different tasks that ensured smooth daily operations. Volunteers actively participated and assumed tasks, supporting staff to ensure that various services continued without interruption. An elder-centered community creates opportunity to give as well as receive care, which is the antidote to helplessness. These volunteers continue to function to support each other, and are dedicated to the Eden journey.

Palliative Care

With the global pandemic impacting directly on our elders and staff, we were well equipped to render palliative services as the majority of our social workers and nurses were appropriately



Elders in all our homes immediately got to work sewing face masks at the initiation of the coronavirus lockdown in March 2020.



trained in 2019 through a joint initiative with the Hospice Palliative Care Association.

Our focus for the year under review, while still on improving the quality of life, dignity in death and support in the bereavement of elders and their families, had to be transformed and adapted to the pandemic and the resultant effects of death, fear, morbidity, anxiety and confusion. The Social Work team had to become creative in rendering services to older persons, which was largely therapeutic in nature as the effects of the pandemic resulted in many being victims of fear, anxiety and bereavement. Social workers had to render services remotely, and also face to face with all the necessary precautions in place, placing extra financial strain on the Organisation. At the close of the year, we had rendered palliative care services to **20** beneficiaries, utilising our Eden principles and our palliative care training and skills.

Community Support Services

Despite the lockdown regulations, home-based care and Meals on Wheels services continued to provide services to elders who depend on these services.

As at March 2021, **126** elders received home-based care services and **13 544** visits by the **13** caregivers in the Wentworth and Clairwood community.

The Home-Based Care Programme within the Tafta buildings continued. Caregivers saw **159** elders and conducted **26 678** visits during the course of the year.

The dedication and commitment of these caregivers was evident in that they continued providing care to vulnerable elders even during the hard lockdown.

The Meals on Wheels services continued with support from staff and elders assisting with the delivery of meals. Sixty-two elders were in receipt of services with **14 081** meals delivered.



Elder Skills: To Promote a Sense of Self-worth by Creating Opportunities for Elders to Give and Receive Care – Elder Abuse Dialogues

The Elder Abuse Dialogues were introduced in 2018 to conscientise the public on elder abuse and to provide a platform for elders to express their views.



These dialogues could not happen as per the normal platforms during the period April 2020 to March 2021. As at the end of March 2021, the Organisation was handling **12** cases of abuse, which was a significant decrease from the previous year.

Continuous dialogues with older persons elicited various responses on their perspectives on the pandemic and the risks associated with being isolated, the loss of family and friends and their fears of infection.



Elder Volunteer Programmes

The COVID-19 pandemic drew on the strength and skills of elder volunteers within our buildings as they assisted with a multitude of tasks such as meal preparations at the service centres, sharing of information to other elders, mask sewing and support to staff. A WhatsApp group called the Tafta Spirit Up Campaign provided a medium of communication with elders named as COVID-19 Champions who shared updates and positivity during the lockdown. The story of these volunteers is one of providing hope and resilience.

Therapeutic Services

In providing therapeutic services, the following trends were noted:

Financial constraints: The pandemic resulted in many individuals losing their employment, making it difficult to assist their older relatives financially and emotionally, increasing the pressure on us as an Organisation to cater for the many needs of the older person.

Mental health and wellbeing: Elders fearful of contracting the virus were faced with the loss of friends and relatives, and were anxious about their health and survival during this time. This led to the Organisation having to

ensure that essential staff and services were available at all times. This was extremely challenging both emotionally and financially for the Organisation as preventative measures in terms of sanitisation, purchasing of immune boosters and training of staff became vital. Staff themselves were fearful as their risk also increased by virtue of exposure to older persons.

Crisis intervention was undertaken as per the Disaster Management Act, and regulations released by the Government through COVID-19 protocols were implemented so we could continue to care for and support Tafta's beneficiaries.

In total, **9 666** older persons received social intervention and development services for the annum.



This included **2 204** decentralised intake cases and an additional intake of **7 462** cases at our central intake. Of these, **939** became long-term caseload of field cases.

Elders and their families received **16 912** counselling sessions, which included individual and family counselling sessions, both at our facilities and in communities.

Online email support was provided to **2 782** older persons for the annum. Telephonic support was provided to **3 561** older persons.

Seventy-four community awareness initiatives were held for the year. These awareness programmes were held within our buildings and at venues where we were invited that had necessary COVID-19 protocols in place.

These awareness programmes focused on:

- COVID-19 and vaccine awareness
- Mental health and well-being
- Advocacy and lobbying
- Safety and security
- Tafta support services

During the year under review, **31** therapeutic groups were conducted. Following needs assessments and



John Dunn House staff celebrate their Eden accreditation.

consultation with our residents and our communities, some of the groups facilitated included the following:

- Healthy and active ageing: Exercise, Fitness
- Support groups: COVID-19 pandemic support, Alzheimer's support, Cancer support
- Growth groups: Conflict resolution with caregivers, Men's intergenerational dialogue, Volunteer upskilling
- Arts and craft: Craft club, Choir lessons

Despite our intensive efforts at preserving the family unit, there were instances where statutory intervention was necessary. A total of **36** frail older persons were placed into care between the months of April 2020 to March 2021.

Nineteen frail elders were discharged from the frail care facility due to clients having rehabilitated adequately to function independently, or they may have died.



Social Clubs

All clubs were suspended from physical gatherings due to regulations, which were strictly adhered to.

Our social workers provided support and counselling to members through WhatsApp, where groups were created so that they could feel as though they still belonged to a club, albeit remotely. The social clubs were impacted by the COVID-19 regulations and the attendance decreased to **53** for the year under review compared to **5 878** in the previous year.

NO	CLUB NAME	ADDRESS	NO. OF MEMBERS AS AT 31 MARCH 2021
1	Bluff Club	Methodist Church Wesley Road, Bluff, 4052	55
2	Happy Hearts	Primrose Centre 224 Austerville Drive, Wentworth, 4052	51
3	Clairwood Senior Citizen Club	Tamil Institute Sir Khurma Reddi Road, Clairwood	62
4	Sunshine Club	St John's Hall, Rippon Road, Sydenham	45
5	Jolly Hearts Senior Citizens Club	Newlands East Community Hall, Tandipa Rd, Newlands East	20
6	Muslim Club	Mosque: Garupa Avenue, Newlands East	20
7	Seaside Seniors	John Conradie House, 15 Prince Street, Durban, 4000	66

Research

After the first hard lockdown, which occurred in March 2020, Tafta embarked on a study to assess the effects and functioning of older persons during the lockdown. We partnered with the KZN Support Network of Social Service professionals and a total of **224** elders were interviewed. The research spanned April and May 2020.

The aim of our study was guided by Maslow's theory of human needs, which

suggests that a sense of belonging must be attained before self-esteem and self-actualisation can be realised.

In order to measure the emotional well-being of our older persons, our study analysed the four universal growth needs as identified in the foundations of the Circle of Courage Model: Belonging, Mastery, Independence, and Generosity. The following trends emerged:

Health aspects: 73% indicated that there has been no change to their health.

A further **6%** stated that their pre-existing conditions had improved during the lockdown.

Loneliness: 72% indicated that they were not lonely.

Independence: 57% indicated that their level of independence was not affected.

Self-esteem: 79% stated that the lockdown had no impact on their self-esteem.



Dignity: 87% stated that the lockdown had no impact on their dignity.

Ninety-two percent of respondents felt that they had enough information about the coronavirus/reasons for the lockdown. **Eight percent** felt that they did not have sufficient information.

Ninety-six percent indicated that they were aware of how to keep themselves safe from getting the virus with **3%** stating that they were not aware. To address these findings, Tafta had a registered social worker attached to each of our facilities.

Social workers assessed our residents' coping abilities and their current psychological and physical well-being through continuous and consistent engagement.

They offered psycho-social counselling to our residents on a one-to-one counselling basis. This was aimed at providing intervention with both a preventative focus and a therapeutic one.

The therapeutic counselling sessions aimed to capacitate the residents and build their self-reliance so that they felt independent and self-sufficient during this time. This technique proved

to be very successful at dispelling the vulnerability society had attached to older people in the media during the time.

They also undertook regular awareness programmes and kept abreast with all the current news and trends with regard to the pandemic and ways to cope with the resulting effects. This was also aimed at dispelling any myths and fears and thereby addressed anxieties associated with a lack of knowledge.

Associate Memberships – Partnerships and Collaborations

- We partnered with the South African Depression and Anxiety Group (SADAG) for information packs and exercises to promote healthy psychological well-being with our residents – **60** benefitted from these groups.
- A STRIDE Partnership was initiated – 'Strengthening Responses to Dementia in Developing Countries'. With the outbreak of the pandemic, it had become clear that we did not have adequate information on what was happening in long-term care for people with dementia. The Stride team at UCT had been asked to collate and share information on South Africa's response with the international community. We submitted **eight** questionnaires from our social work and nursing staff.
- As soon as a positive case was diagnosed within a facility, residents were screened by social workers for COVID-19 in partnership with Department of Health. This data was captured on Interaii in partnership with Rai-soft.
- The National Institute of Communicable Disease (NICD) enhanced surveillance systems for care homes in South Africa – NICD receives the notifiable medical condition (NMC) form for all identified COVID-19 patients in South Africa on a daily basis. They requested that we partner with them and provide information to their database on a daily basis. This has continued throughout the pandemic and Tafta submitted **184** positive cases to the database.
- KZN Support Network for Social Service Professionals – Tafta has partnered with **95** other NGOs who render services to vulnerable individuals. The network is mutually beneficial to every NGO when they require assistance and resources and is used as a point of referral and guidance for urgent cases, crisis matters, and cases where there are no formal structures in place to serve vulnerable individuals.

Ninety-six percent indicated that they were aware of how to keep themselves safe from getting the virus with 3% stating that they were not aware.



NAME OF BUILDING	ADDRESS	TYPE OF ACCOMMODATION	NUMBER OF PEOPLE	TOTAL
John Conradie House	15 Prince Street, South Beach, Durban	Residential (172)	175	220
		Assisted Living (30)	34	
		Frail Care (33)	11	
Langelier Towers		Floors 1-5 (160 sub-economic)	167	379
		Floors 6-11 (245 economic)	212	
John Dunn House	224 Austerville Drive, Wentworth	Residential (13)	14	85
		Assisted Living (16)	18	
		Frail Care (55)	53	
Tafta on Ridge	51 East Street, Overport	Residential (116)	110	146
		Assisted Living (23)	31	
		Frail Care (24)	5	
Tafta Park Care Cottage	28 Greenwich Avenue, Bellair	Assisted Living (10)	9	9
Kings Hall	80 Samora Machel Street, Durban	Residential (132)	125	186
		Life Rights (53)	61	
Tafta Lodge	42 South Beach Avenue, Durban	Residential (203)	222	223
		Life Rights (2)	1	
Oceanview	345 Musgrave Road, Durban	Life Rights (30)	29	30
		Rented (2)	1	
St Martins Village	51 St Theresa Road, Sydenham	Rented (9)	14	25
		Life Rights (9)	11	
Tafta Park	29 Perseverance Road, Bellair	Life Rights (143)	183	185
		Rented (2)	2	
Cambridge Gardens	130 North Ridge Road, Morningside	Life Rights (77)	82	82
Barns Cottages	41 Haden Road, Morningside	Life Rights (12)	14	14
St Catherine’s Close	East Street, Overport	Life Rights (2)	3	3
Lucas Gardens	541 Peter Mokaba (Ridge) Road, Durban	Life Rights (39)	33	33
TOTAL				1617

DEPARTMENT	ACTION	CURRENT YEAR 2020/2021	PREVIOUS YEAR 2019/2020
Social Workers	Investigations	522	423
Casework	Caseload*	939	700
	Closed	343	371
	Interviews: Home, Office, Telephone	16 912	12 374
	Decentralised Intake	2 204	2 116
	Intake	7 462	6 962
Group work	Total No. of Groups *	34	25
	Total No. of Social Workers *	9	8
	No. of Group Members Attended *	276	253
Comm. Work	Total No. of Community Projects	16	22
	Community Work Attendance	1 973	2 852
	Total No. of Social Workers *	9	8
Volunteers	Total No. of Volunteers	23	64
Frail Care Placements	No. of Frail Care Placements	36	45
Abused cases	No. of New Abused Cases	12	27

DEPARTMENT	ACTION	CURRENT YEAR 2020/2021	PREVIOUS YEAR 2019/2020
Clubs	Total Club members	274	252
	Attendance	53	5 878
Home-Based Care Central	New Cases	75	52
	Caseload *	115	106
	No. of Visits by Carers	20 393	21 489
	Cases Contacted by Organiser	445	495
	No. of Appliances on Loan *	7	11
	Advisory Clinics	595	1 054
	Medication Admin*	51	60
	Staff Wellness Contacts	132	43
	Closed Cases	59	56
Home-Based Care Bellair	Caseload *	27	27
	No. of Visits by Carers	1 003	1 918
	Advisory Clinics	343	309
	Medication Admin*	11	11
Home-Based Care Wentworth and Clairwood	Caseload *	153	160
	No. of Visits by Carers	5 282	6 100
	Advisory Clinics	102	43
	Medication Admin*	16	16
Meals on Wheels	Clients	62	73
	Meals	14 081	16 238
	New	26	60
	Cancelled	50	37
Anna Conradie Centre	Meals	6 061	7 122
	Attendance	28 986	37 961
Mary Asher Centre	Meals	3 362	2 807
	Attendance	8 842	14 100
Oldfield Centre	Meals	12 062	11 317
	Attendance	17 268	28 275
Primrose Centre	Meals	7 900	8 348
	Attendance	17 738	47 138
General Enquiries		2 204	5 535
Ageing in Place (Incorporated into the Home-Based Care Service in 2020)	Total Number of Registered Elders	0	175
	Total Number of Current Elders	0	215
	MOW	0	37
	Care Companion	0	47
	Assistive Devices*	0	0,08
	Day Care*	0	0
	Total Number of New Elders	0	29
	Mr Fixit	0	3
	Carers Placements	0	11
	Deaths	9	3
Models of Care	Ageing in Place	35	71
	Palliative Care	20	70
	Eden Recipients	211	177

HUMAN RESOURCES REPORT

The 2020/2021 financial year kicked off with a level 5 lockdown, unprecedented in the history of the Organisation. All plans to roll out the launch of the new strategy had to be put on hold while the continuity of business and services was determined in the face of a global crisis. On a positive note, the appointment of the Senior Manager, Human Resources was finalised and Pranisha Behari proved to be very capable in this leadership role, demonstrating personal growth and agility in navigating a turbulent year.

Internal Process Perspective

Some services were halted due to the restrictions, requiring **52%** of employee care partners to be away from the workplace. This made remote working a reality for **25%**, while **23%** and a portion of outsourced care partners made the sacrifice of leaving their homes and loved ones to stay on site and care for the needs of elders. The response from the teams at the early stages of this crisis was both selfless and courageous, in light of the real possibility of infections and personal impact. Gradually, as the infection control and management processes were determined and implemented, the employee care partners on site increased to **65%** in May. By September 2020, **90%** of employee care partners were either phased back into the workplace or continued working remotely, while **6%** worked reduced hours

in relation to operating services, and the workforce had to be further reduced by **4%** as some services could not resume.

These operational changes required an immediate response from the HR team to realign processes and procedures to meet the changing operational requirements of the Organisation while negotiating new and rapidly-changing legislation.

Remote and digital work reduced printing and paper utilisation, travel and consumption of resources in the workplace. However, on the other hand, the pandemic required the use of personal protective equipment (PPE) and other items of significant quantities of a disposable nature to manage the spread of infections. These necessities thus resulted in an unplanned deviation from

the drive towards eco-friendly operations for the sake of safety and survival.

Learning Perspective

The Fourth Industrial Revolution (4IR) was slowly looming on the horizon before the pandemic, and when lockdown occurred, we were suddenly catapulted into digital and remote technology and had to embrace it. Meetings, training and other requirements such as the annual audit moved to online platforms and required resources and adaptation by the employee care partners.

Sessions

On site	19
On line	25
Total	44

TOTAL TRAINING AND ATTENDANCE 2020-2021

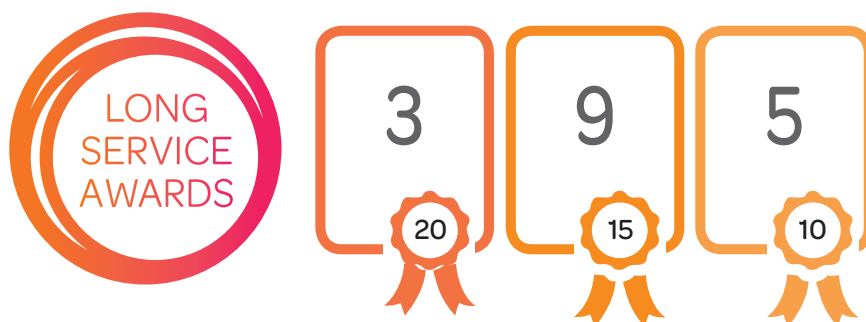


Growth Perspective

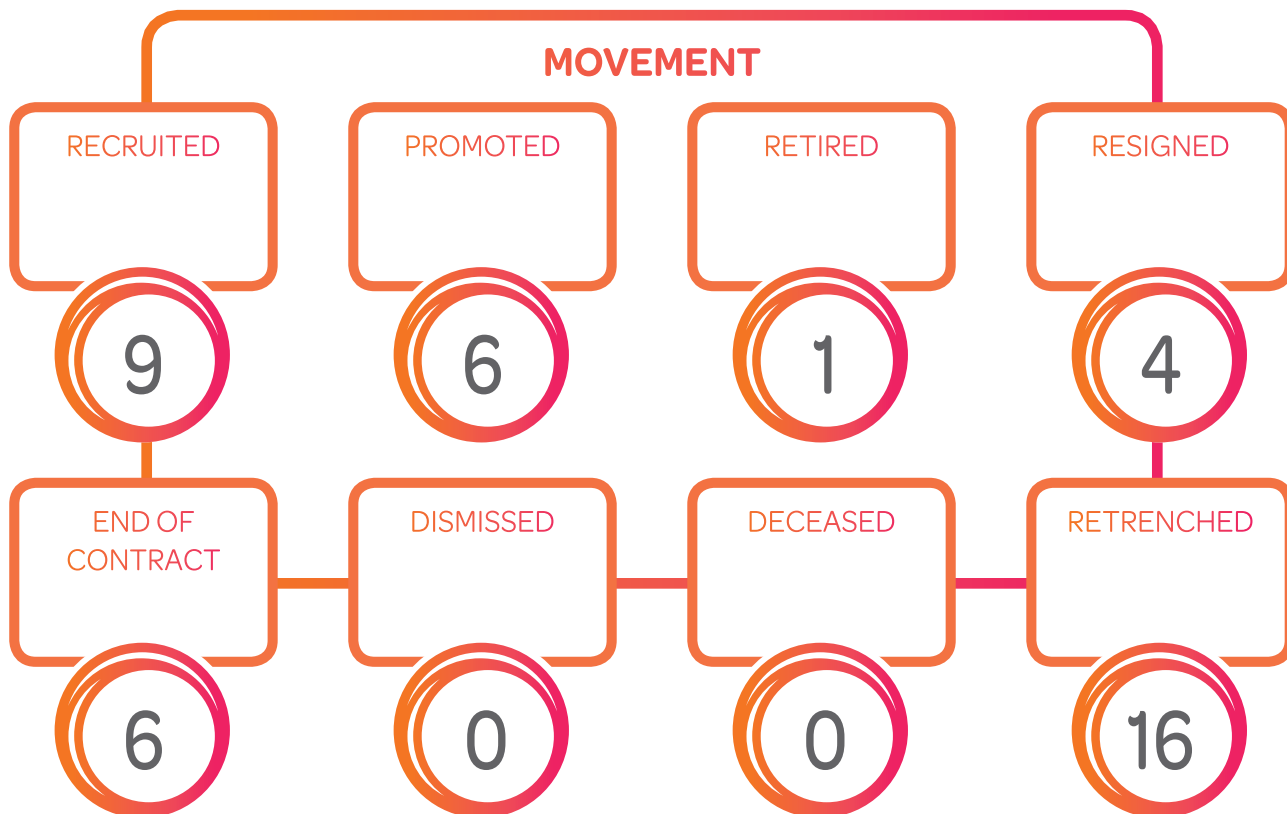
Turnover in this period in comparison to the previous year was high. The total employee care partner complement was reduced by **17%**, of which **59%** were retrenchments. **Five** Granny's Attic staff members were retrenched in June 2020 when the store was permanently shut down due to the impact of the hard lockdown period. All other retrenchments were effective at the end of the financial year; this was largely due to the closure of Cook 'n Care and outsourcing of the catering services. In addition, recruitment was conservatively increased at only **5%** and staff on reduced hours were redeployed to other roles to maximise working hours.



CEO Femada Shamam receives her 20-year Long Service recognition award from Tafta Council Chair Wicus Jacobs.



Our longest serving colleagues receiving recognition.



Customer Focus

Front of mind was the safety of our elders, employee care partners and outsourced partners. Research and implementation of preventative measures that balanced rights with responsibilities was an undertaking that stretched and tested the strength of our systems and people. Errors were made along the way but they were made

with the best of intentions and with the health and safety of all concerned as top priority. Our infection and recovery statistics noted in the Operations Division Report bears testimony to this.

The plans we had worked on were adjusted and amended to remain relevant to the immediate and changing needs.

Sustainability

Internal and external networks were critical to remain ahead of the changing situations, agility and responsiveness to service requirements. Two years of instability in the administration of payroll due to staff turnover was flagged as a risk and required a longer term, sustainable solution. Three outsourced suppliers were assessed for value-add and a like-minded culture and a partnership was forged with HRTorQue services to outsource and streamline payroll services. The partnership proved invaluable during the crises of the 2020 financial year and has also been instrumental in upgrading and updating payroll administration.

The Human Resources Department continues to provide internal support, partnerships and inputs to our core services to support the growth and expansion strategy.



Organogram



Tafta: A Year in Review

Our Contribution to the Welfare of Elders

Residential Care Services



277
volunteers



1 617
elders are cared
for in our residential
facilities



Tafta runs **16**
service locations
in the forms of
homes, clubs and
social services



A total of
9666
new intake clients
were attended to
by our intake and
decentralised social
workers



135
dedicated staff care
for Tafta elders



2 200
supporters



20
beneficiaries and their
families received palliative
care services



9 666 older persons received social intervention
and development services for the annum – **2 204**
decentralised intake cases and **7 462** central intake
cases. Of these, **939** became a long-term caseload of
field cases

Community Care Services

31

therapeutic groups
and 16 awareness
programmes were
conducted

All clubs were
suspended from
physical gatherings due
to regulations, which
were strictly adhered to

74

community awareness
initiatives were held for
the year

Online email support was provided to

2 782

older persons for the annum.
Telephonic support was provided to

3 561

older persons

36

frail older persons were
placed into care

19

were discharged due to
rehabilitation or death



Tafta handled

12

cases of abuse – a significant decrease
from the previous year

As of March 2021, **126** elders
received home-based care services and

13 544

visits by the **13** caregivers in the
Wentworth and Clairwood community



62

elders were in receipt of services with

14 081

Meals-on-Wheels meals delivered

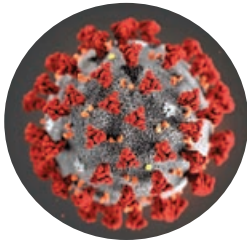


Elders and their families received

16 912

counselling sessions, which included
individual and family counselling
sessions, both at our facilities and in
communities





Snapshot of COVID-19 at Tafta

On 22 March 2020, Tafta implemented restrictions at our buildings due to the COVID-19 pandemic: a proactive and difficult decision by Tafta leadership to flatten the curve. South Africa moved into level 5 lockdown at midnight on 26/03/2020.



Lockdown level 5: 26/03/2020 – 30/04/2020: Some staff stayed on site at buildings while others worked remotely. Elders were hailed as lockdown heroes and COVID-19 champions as they assisted with the daily operational tasks and provided communication updates on the situation at the homes.



Lockdown level 4: 01/05/2020 – 31/05/2020: There were no infections at the homes during this period. Staff had not returned to work at this stage.



Lockdown level 3: 01/06/2020 – 17/08/2020: First wave: Langelier Towers' first COVID-19-positive case on 14/06/2020. Lockdown of John Conradie House/Langelier Towers on 25/06/2020 for two weeks. Staggered return of staff. COVID-19 workplace risk plans and protocols in place.



Lockdown level 2: 18/08/2020 – 20/09/2020: End of first wave in September 2020: Total cases **69: 39** elders recovered, **25** staff recovered, **five** elders died.



Lockdown level 1: 21/09/2020 – 28/12/2020: Second wave: John Dunn House 02/12/2020.

Adjusted Lockdown level 3: 29/12/2020 – 28/02/2021: Total cases: **21** staff recovered, **one** staff died, **seven** elders died, **75** elders recovered.

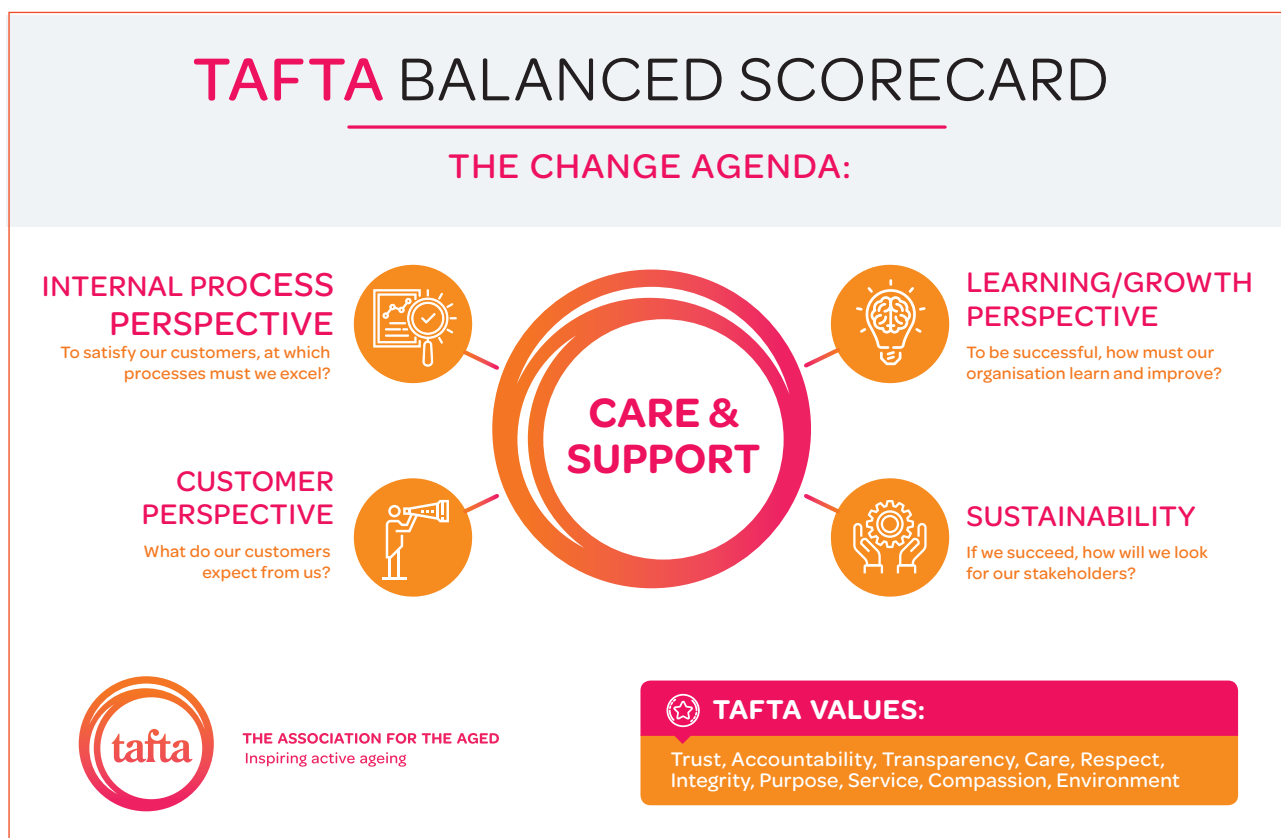
Adjusted Lockdown level 1: Commenced on 01/03/2021.

Tafta's Five-year Balanced Scorecard: 2020-2025 is Launched

Tafta's five-year strategy for the period 2020-2025 was formulated and finalised by the leadership team in the 2019 financial year. Unfortunately, due to the COVID-19 pandemic in 2020, disaster management priorities refocused the Organisation, and we were unable to launch the scorecard to staff in the current financial year. All organisational divisions took the opportunity, however, to formulate individual strategy roadmaps, which have guided strategy in year two of the five-year roll-out plan.

Tafta's 2020-2025 Balanced Scorecard

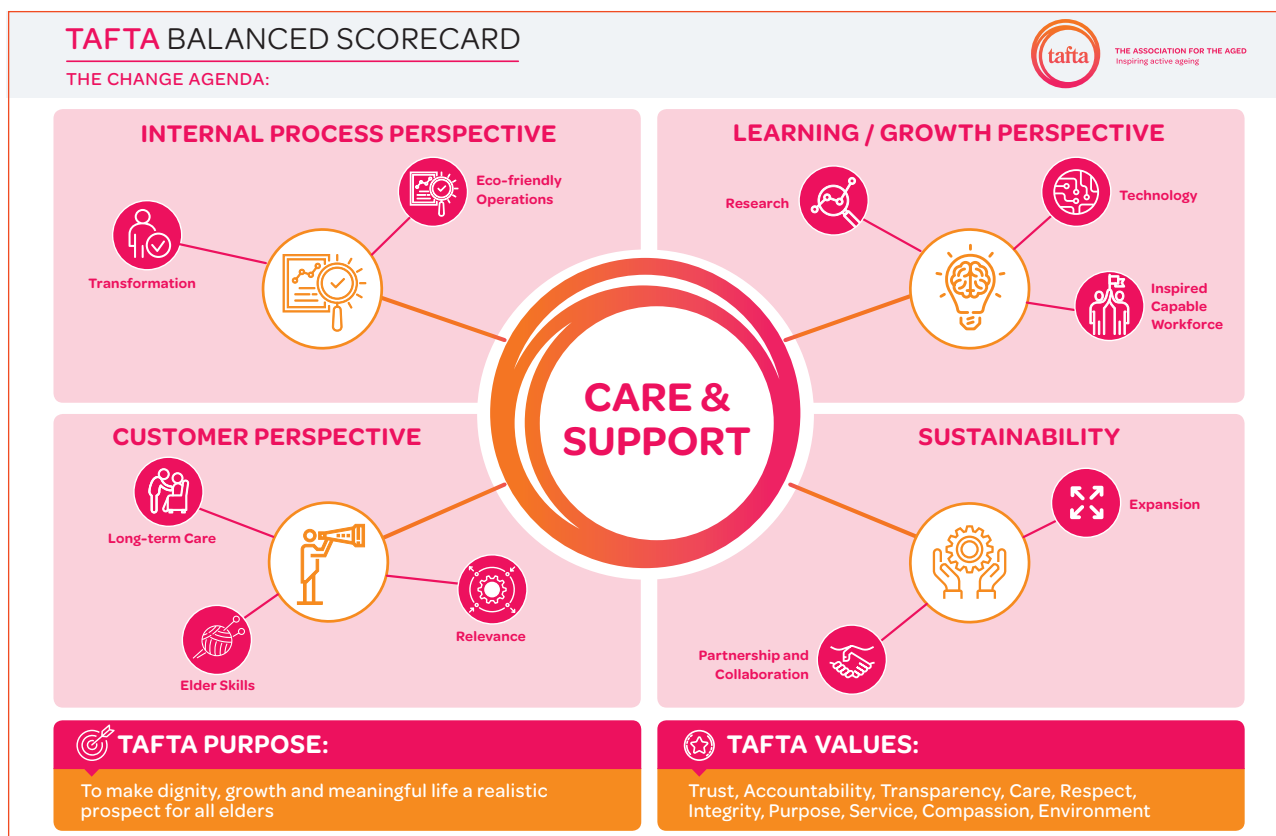
The Change Agenda



The final scorecard was established, based on the perspectives described above and with relevant questions driving the formulation of our strategic objectives:



Tafta's Final Balanced Scorecard



Each of these strategic pillars will guide the formulation of strategic objectives over the next five years in each division, with plans of action set out to meet them.

These are the statements of intent for each perspective and strategic objective contained in the Balanced Scorecard for all Tafta divisions:



Customer Perspective: What do our customers expect from us?

Statements of intent:



Elder skills: We encourage the establishment of a community in which elder skills are valued and contribute towards creating a meaningful life for all who live at Tafta.



Long-term Care: We are committed to providing quality, comprehensive and compassionate elder care.



Relevance: We will meet and exceed client expectations through a bouquet of service offerings that deliver holistically on customer needs, now and into the future.



Learning Perspective: To be successful, how must our organisation learn and improve?

Statements of intent:



Technology: We will leverage relevant technologies to optimise organisational efficiency and performance.



Research: Invest in research and development to benchmark against relevant national and global industry best practice models for improved organisational performance.



Inspired and Capable Workforce: Recruit and retain a highly-skilled workforce, striving for excellence in all we do.



Sustainability: If we succeed, how will we look to our stakeholders?

Statements of intent:



Partnerships and Collaborations: We will maintain and grow our reputation as a respected brand to entrench long-term mutually-beneficial partnerships and collaborations.



Expansion: Growing our reach is an essential step to our longevity.



Internal Process Perspective: To satisfy our customers, at what processes must we excel?

Statements of intent:



Eco-friendly Operations: We are committed to reducing our carbon footprint at all Tafta facilities through the creation and implementation of a conservation roadmap for the next five years.



Transformation: We will implement transformation initiatives relevant to the context of our work and aligned to the care and support needs of elders.

The next five years will thus be focused on creating and implementing action plans towards the attainment of our strategic objectives.

INCOME DEVELOPMENT AND PUBLIC RELATIONS REPORT

Hard lockdowns, forced closures and inconsistencies in business operating hours threw the best laid strategic plans to waste this year. Constant change has paradoxically become the norm rather than the exception as we learn to embrace this fundamental shift that tests our resilience daily.

Disaster Management

In March 2020, the South African Government declared a National State of Disaster supported by a risk-adjusted lockdown alert level strategy to manage the spread of the COVID-19 pandemic in the country. This strategy was formulated by a National COVID-19 Command Council acting as an expert advisory body to the government in consultation with various industry associations and appropriate medical experts.

No consultation, however, was had with non-profit entities, particularly the aged care sector, which was identified as a vulnerable group. Yet, lockdown regulations necessitated the sector to put various restrictive measures in place to ensure COVID-19 compliance within our facilities. These included the restriction of movement and visitation of older people in care facilities.

This lack of consultation also extended to a lack of disaster relief funding to the sector, to mitigate against COVID-19 risk. And, unfortunately, the consequences of this exclusionary process has significantly impacted upon the sector's

stability – this to the point of older people aggressively denouncing regulations that restricted their freedoms.

To date, no funding has been allocated to support the aged care sector. As an NPO operating in this space, we were forced to carry the cross of actively meeting the needs of a growing population of isolated, desperate, older people, while facing the twin burden of financial survival in a pandemic world context.

For the Income Development and Public Relations (IDPR) team, a carefully planned calendar of events, donor functions, campaigns and awareness drives was thrown off course right off the bat. Like most other non-profits, Tafta relies heavily on fundraising for its continued operational sustainability and the threat of a pandemic, therefore, felt very real to us early on in the financial year.

Virtual Fundraising

Yet the call to action was stronger: we must protect our elders and do so immediately. And so, the team galvanised support to create a safe and secure environment for the elders in our homes

through the corporate sponsorship of PPE, sanitiser and other essential needs of elders and staff locked down in our homes during the hard lockdown period.

The need to rally the troops was evident and for Tafta, this is our ever faithful and loyal donor database. Knowing that many corporates were already providing their CSI contributions for the year towards the State-run Solidarity Fund, and that we would not be seeing any of that funding allocation, we turned to our individual donors through an urgent, emergency appeal to our direct mail database... which is when we faced the first lesson in dealing with shifting sands. Post Office closures meant delays in reaching our donors and soon, we adjusted our strategy to use virtual and online channels as the core platforms from which donor communication and appeals were launched, which proved extremely successful. Online fundraising grew significantly as a result at the close of the financial year, with organic growth of these platforms indicating a following from **7 083** in the previous year to **10 286** at the end of this financial year.





Council member Charmain Shandu raised R20 110 for Tafta through her annual 31km on 31st Dec Fun Run, held virtually this year.

With all face-to-face engagements cancelled, we were blessed enough to run our first virtual fundraiser event via a Facebook live concert, which raised **R50 000** for the Organisation.

Donor Interaction

With the focus turning to online platforms, face-to-face engagements and donor interaction had to be maintained through regular phone calls and online meeting platforms like Zoom. We conducted two donor telephony check-in programmes during the year to ensure that our donors were safe and to gauge ongoing support. Those contacted were receptive to the call and were firm in their commitment to Tafta going forward.

A COVID-19-specific newsletter, *Keeping you in the Know*, was launched to also maintain engagement with donors and elder next-of-kin in our homes. This newsletter was extremely well received, with feedback varying from donors feeling a real connection to us, to enjoying the informational briefs we included around COVID-19 awareness. In the financial year, **23** volumes of this newsletter were published.

Our donor communication is always transparent about our needs, sharing the reality of what happens in our homes and

communities, and also reflecting the successes we celebrate, such as coming to the aid of a desolate community elder through our Meals-on-Wheels programme, or supporting an elder living with dementia alone in an old, dilapidated home.

Prevailing Resilience

These positive interactions have truly been the motivation that the Organisation has relied on to forge ahead even through surging COVID-19 cases in our homes and elder resistance to lockdown rules.

By its very definition, the term 'resilience' refers to the ability to respond to competing priorities with mindfulness, optimism and energy, and we were challenged daily to live by this definition as we buoyed up our homes against risk while the very elders we were attempting to protect rallied against these infringements on their rights, understandably so.

From a public relations perspective, the Organisation's reputational resilience was tested continuously from the very start of the year when rental increases were sent out mere days before the lockdown was announced. We would be tested again and again in the media space by elders who

were frustrated with lockdown restrictions and management faced a double-edged sword of upholding these rights against the risks associated with opening up homes to COVID-19 outbreaks.

The sometimes harsh spotlight of media did much to keep Tafta in the public eye, however, and this shows in our publicity coverage, which increased from a publicity value of **R7 100 150** last year to **R13 570 365** this year, an increase of **R6 470 215** in value. Print contribution to this total amassed **R8 155 670**, broadcast rose to **R1 005 754**, and online increased by **R2 252 478 (104%)** to **R4 408 940**, a growth trend that continues as we embrace the digital era.

In a year of ongoing advocacy and lobbying efforts for the rights of older people in the context of the pandemic, Tafta's CEO Femada Shamam was called to speak on behalf of the sector on various local, national and international news platforms, including a UN advisory forum on elder rights.

Fundraising

Tafta's approach to fundraising through our individual donors is multi-faceted and it has been a great relief that our communications were so well received considering the challenges faced in 2020.








Donors were extremely generous and faithful, and the programme as a whole showed **476%** improvement on the previous year (**188%** improvement on budget).

This was the year our digital fundraising programme really shone, bringing in a total **R762 587**. This is more than double what has ever been raised in the history of the programme, and represents a massive **171%** increase over 2019/2020.

In a year when the COVID-19 pandemic impacted every aspect of our lives and work, the IDPR team are to be commended for their agility and flexibility in finding new ways to communicate with and motivate donors and supporters through their online channels.

The team secured **R207 000** worth of free online advertising through our enrolment in the Google grant initiative. Our social media platforms also worked hard for us:

-  **Facebook** followers: **5 195** (increased by **48%**)
-  **Instagram** followers: **384** (increased by **22%**)
-  **LinkedIn** followers: **139** (increased by **88%**)
-  **Email address** list: **4 570** (increased by **44%**)
-  **Postal mail**, which showed a **20%** increase over the previous year, was also **17%** up on budget, providing **R2 139 376** of the final income.

In a year when the COVID-19 pandemic impacted every aspect of our lives and work, the IDPR team are to be commended for their agility and flexibility in finding new ways to communicate with and motivate donors and supporters through their online channels.

Bequest/legacy giving showed an increase with **R1031364.15** donated in this fashion in 2020 and **R1 789 969** in 2021.





Corporate donations, as previously mentioned, has declined due to COVID-19, but we remain extremely grateful to our steadfast corporate supporters who contributed in kind when unable to assist with financial contributions. The trusts and foundations that remain the bedrock of our major donor giving programme came to our rescue once again, enabling us to make major upgrades to the ablutions, fencing, and Frail Care Wing at John Dunn House. These include the Victor Daitz Foundation, Alexander Forbes and Kingdom Slots.

Granny's Attic charity store was unfortunately forced to close down during the hard lockdown period and considering the substantial downturn in profits over the preceding years, a difficult decision was taken to permanently close down the store in

June 2020 and have Tafta's in-kind donations sold at a joint charity store called Social Cause Agency in Pinetown. The closure of Granny's Attic brought to

a close an era of Tafta's history and we were devastated, to say the least, to let go of staff who worked in the store over many years.

DONATION INCOME (R)	FY - MARCH 2021	CONCORD	COVID-19 DONATION	TOTAL
Trust & Foundations	2 713 968.55	12 000 000		14 713 969
Corporate Donations	22 320.00			22 320
Events	62 150.00			62 150
Events Expense	-17 250.69			-17 251
Donations Received	1 095 997.04		75 689.00	1 171 686
Donations - Expense Account	-196 055.54			-196 056
Cash Bequests	1 789 968.78			1 789 970
DMI Appeal	2 139 375.20			2 139 375
DMI Expense	-1 106 802.96			-1 106 803
SM Online	762 587.02			762 587
SM Online - Expense	-132 953.39			-132 953
TOTAL	7 133 304.01	12 000 000.00	75 689.00	19 208 994.01



TOTAL COMBINED MONITORING UNITS FOR TAFTA 1 APR - 31 MAR 2021		
Print	156	42%
Broadcast	28	8%
Online	186	50%
Total	370	100%

SUPPORT SERVICES REPORT

Support Service structures are in place to facilitate the smooth coordination of Tafta's day-to-day operations, with minimum wastage, and to provide excellent client care. It is the objective of this division to support Tafta's various operational divisions in reaching their full potential with minimum downtime.

Facilities Management Department/Maintenance

At the beginning of this period, we had a staff complement of **14**, which included a maintenance coordinator; facilities administrator; senior handyman; **nine** handymen and **three** painters. Two vacant positions (Senior Manager: Facilities and Wet Works Foreman) from March 2020, were filled with acting personnel as of February 2021.

We concluded one of our major projects – the Kings Hall upgrade (balustrades, windows and painting). It was contracted to Rapid Builders and Contractors and commenced in September 2019. The project served as a major learning curve to the Department, and has instilled confidence to perform inhouse project management instead of outsourcing consultants. This project was concluded in February 2021 as opposed to the projected completion date of September 2020 because of the disruption caused by the COVID-19 pandemic.

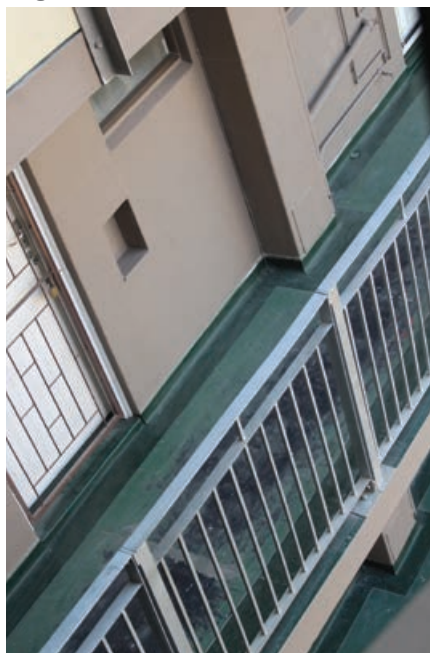
Construction of paraplegic ramps at Tafta Park was also completed.

Commencing October 2020, consultation was held with industry experts to determine a long-term solution to the recurring water leaks at Tafta Park. Since 2019, **70** water leaks were recorded. It was decided to replace the entire water reticulation system in the Park. Following necessary due diligence, the contractor Khanyo Plant and Civils was finalised during the year. Work is due to commence and could be completed in the next financial year.

FMD responded to just over 1 000 maintenance requests in this period and our handymen attended to various issues as booked in the maintenance book by either residents or building supervisors.

With regard to day-to-day maintenance, FMD responded to just over **1000** maintenance requests in this period and our handymen attended to various issues as booked in the maintenance book by either residents or building supervisors.

Kings Hall renovations.



COOK 'n CARE

Our catering service Cook 'n Care entered the new year attempting to secure enough provisions and meals for the staff and elders in our buildings during the hard lockdown period. Their efforts were greatly appreciated by elders who usually do their own shopping, and who were now able to order pre-packaged, frozen meals from the Cook 'n Care kitchen.

During the year, a total of **486 768** meals were cooked for our residents; this was an average of **40 564** meals per month. The lowest output month was February 2021 (**36 223**), and the highest output month was July 2020 (**43 954**), a trend we've noticed in the last two financial years.

Several planned functions were cancelled in the financial year due to the COVID-19 outbreak, decreasing opportunities for Cook 'n Care to meet the financial target for the year. All external catering contracts were cancelled. Following several difficult financial years, a decision was taken to close our central kitchen service at the end of the financial year on 31 March 2021.

The process followed in order to reach this decision involved a two-year analysis and assessment of the catering services at Tafta. It was determined, following this process, that continuing to provide an in-house catering service was unsustainable for the Organisation.



The exiting Cook 'n Care team.



The new outsourced catering services Capitol Caterers.



Also, all opportunities to market and develop the service to make it more profitable and sustainable had been exhausted without success. A decision was thus taken to outsource catering services in its entirety.

Our colleagues in Cook 'n Care, along with those Tafta staff members supporting our homes' kitchens and Foline staff, were consulted and the process of retrenchment was concluded as at 31 March 2021.

A new catering service provider, Capitol Caterers, was selected following a tender process, and was due to start operations in our homes in the new financial year beginning on 1 April 2021. We are also extremely grateful to Capitol Caterers for employing **50%** of our permanent catering staff complement, including Senior Manager Ella-May Holiday and her team who moved over to the Capitol team to continue serving Tafta elders.

While the decision to close the in-house catering service was extremely difficult, it was made with the Organisation's commitment to ensuring its long-term sustainability and longevity in mind.

Transport Services

Only **four** drivers remained on the permanent workforce following a downsizing procedure at the start of the financial year. The Transport Department continued to provide regular services to Meals on Wheels, Cook 'n Care and food

deliveries to various homes – services that continued during the COVID-19 lockdown.

However, in March 2020, we had to stop all shopping trips, hospital and clinic visits and various outings that were also offered regularly due to lockdown restrictions. With these services paused for the foreseeable future, we were forced to place our drivers on shorter hours on a rotational basis. This workflow routine remained through to the end of the financial year. A Tafta vehicle was also hijacked during this financial year, and while the Organisation was devastated at the loss of the vehicle, we were extremely grateful that our driver was not harmed in the process.

Commercial

With the advent of lockdown, our commercial renters in all of our buildings were forced to close shop, impacting on their income and our own ability to earn rental income from these stores. A few tenants in the Kings Hall complex, already deeply indebted to Tafta, opted to discontinue their leases and our commercial spaces have remained largely empty for the financial year. We ended the year with a few positive indications of newer rental contracts about to be signed and we hope that the new financial year will see these stores occupied once more as foot traffic in the CBD returns to normal.



Christmas lunches at Frail Care.

FINANCE AND ADMINISTRATION REPORT

Compliance with best practices, the Organisation's constitution, policies, procedures and legislative compliance are at the forefront of the Finance and Administration Department's goals.

During this reporting period, we braced the COVID-19 pandemic. This was a difficult time for all, however, being an essential service provider, we have continued to strive for service delivery with minimal disruptions.

Some staff adjusted to working remotely after being provided with the necessary tools and some requested to take leave during the most extreme levels of lockdown. Staff were understanding of the situation and co-operated well.

As the levels of lockdown eased, the aim was to ensure that all staff returned to the workplace, which had been equipped with the necessary COVID-19 protocols. Staff were grateful to return and efforts were put in to play catch up on the

deliverables and to get back to stable and normal operations.

Administration Department

Record-keeping and management of administrative duties are the core of this Department.

Senior Executive Administrator Ateesha Rampersad continued to successfully head up this department, supporting the CEO and Executive Team as well as managing the role of Secretary to the Council and sub-committees.

Reporting to Ateesha during this reporting period was Claudette Vickery, our Head Office Switchboard Operator. Claudette's role extends to recording IT issues logged.

During this reporting period, we sadly had to say goodbye to Sarah Matheson,

Receptionist at Head Office, due to her retrenchment following on from the pandemic and the changes in the workplace.

Risk and Compliance

Quarterly Risk and Compliance meetings were held with the Council Sub-committee elected to cover this portfolio, whereby all risks and compliance matters were noted and discussed. Due to the COVID-19 pandemic, these meetings were conducted via the Zoom platform. The added risks of the pandemic along with COVID-19 compliance were attended to. A COVID-19 compliance officer was appointed, and reported on the pandemic risks and measures in place at these meetings.

Risks attached to the completion of significant capital projects during the



pandemic were identified, addressed and monitored for compliance against the relevant industry norms as well as the COVID-19 regulations.

Following on from these compliance meetings, the necessary learnings/way forward to address these risks are always communicated to the Organisation's staff and residents. Liaison with our insurers are continuous to ensure that risk within the buildings is minimised.

Information and Technology

Tafta continues to strive towards maintaining an IT environment of a high standard to remain competitive and to keep the Organisation secure from an IT perspective. We thank our consultant for continued support in:

- Keeping abreast of new trends applicable to Tafta's requirements
- Monitoring the existing IT infrastructure and equipment
- Communicating to staff the details around risk and preventative measures to be followed
- The COVID-19 pandemic, called for further IT infrastructure and support to enable the remote working

environments for staff

- Investigating additional IT controls to address the growing cyber security concerns, which are to be implemented in the new financial year.

Procurement

Our clients remain the Department's priority in meeting the procurement needs of the Organisation. Best prices and reliable supply are held in high esteem. All suppliers must complete our supplier documents to be included on our Supplier Database; this ensures that Tafta only deals with legitimate, compliant suppliers.

The Procurement Department works closely with all sectors of Tafta to ensure the smooth running of operations.

The Procurement team have excelled during the COVID-19 pandemic, specifically in ensuring that the necessary PPE and other such items were sourced at a reasonable price and were always in stock to be able to supply to the buildings, staff and residents. This department did, however, experience challenges in the procurement of maintenance related items

due to the various lockdown levels and the closures of certain businesses. The department has, however, demonstrated its resourcefulness in procuring the required maintenance and PPE-related items from alternative suppliers. At no point in time did the Organisation fall short of these items. This meant that service delivery to our homes was not significantly disrupted.

Finance

The Finance Department operates at a very high standard, ensuring that all financial information recorded is valid, accurate and complete.

Documentation is scrutinised before processing, with the aim of ensuring correct financial recording. We note the efforts by the Finance Department staff to identify any weakness in controls and to provide recommendations to improve on processes, be it within the Department or other departments.

Tafta operates 38 cost centres internally, and the Finance Team's responsibility of processing and recording the Organisation's transactions results in the production of all monthly financial results that are prepared for presentation to EXCO and Council timeously. The Department also oversees the budgetary and annual audit process successfully for each reporting period.

The Department was severely impacted during the highest levels of lockdown during the year under review, however, efforts were put in place upon return of the full staff complement to the workplace to play catch up and ensure that the financial information was processed to ensure that deliverables and timelines were met for the presentation of financial information to our Committee meetings.

The Department has risen to any new challenges experienced by implementing alternative processes and methodologies to address them. Efforts by the Finance team to be of assistance to any staff member or resident within the Organisation is ongoing. The Department prides itself on producing accurate and quality financial information to all concerned.

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TREASURER'S REPORT

A brief overview of the financial results of Tafta for the year ended 31 March 2021.

The operational results for the financial year under review reflects a decline from the prior year, which is reflective of the challenging economic conditions that Tafta has had to operate within in light of the COVID-19 pandemic.

Revenue generated from Tafta's ordinary activities amounted to **R76.5m**, which reflects a decrease of **4.4% (R3.5m)** on the prior year. This revenue generated comprises income received through operational activities and donation income received.

Operating income, which includes income from accommodation and services provided, reflects a decrease from the prior year of **4.3% (R2.5m)**. The adverse economic conditions brought about by the COVID-19 pandemic did result in Tafta experiencing an increased vacancy rate, whereby admissions throughout the year were negatively compromised and prohibited at times. This is due to the limitations imposed in complying with the regulations of the disaster management acts.

Operating income further includes Government subsidies, amounting to **R5.3m** received from the Department of Social Development. Subsidies were received with gratitude, but the decrease in financial support of 2.6% (R141k) was noted.

Net donations income equates to **R19.2m**, representing a **2.1% (R416k)** decline from the prior year. Despite the challenging year operating with the COVID-19 pandemic, we are grateful to have attained a fairly consistent level of donation income to that of the prior year.

Expenditure equated to **R78.3m**, which represents a decrease of **4% (R3.1m)** as compared to the prior year. This is due to Tafta's management continuously monitoring and streamlining all aspects so as to aim to achieve the most cost-effective manner of operations

for the Organisation. Further control of the expenditure operating under the COVID-19 pandemic was closely evaluated and managed by Tafta's management.

The shortfall in operational costs are funded by income received from investments, which includes both dividend income and interest income. Investment income amounted to **R11.4m**, representing a **37% decrease** on the prior year. This was due to the decline in interest rates experienced over the past year.

The South African and foreign equities market has been volatile over the past two years, however, it is pleasing to note the recovery to our investment portfolio, which reflects an increase of **37% (R25m)**. Careful considerations of the choice of a blue chip investment mix enables Tafta to receive a steady flow of dividend income and interest income. However, this has been comprised as a result of the current political, economic uncertainties and environment and further impacted by the COVID-19 pandemic, resulting in a **40% decrease** in income made against the expected income target for the year. Further to the investment income achieved, Tafta has also achieved a profit on the trading of the equities of **R838k**, a decline of **76% (R2.5m)** on prior year.

The 2021 financial year braced the impact of the COVID-19 pandemic, with Tafta incurring and bearing costs amounting to **R1.7m** on COVID-19-related expenditure. Tafta undertook to provide meals to all staff that resided on site during the peak period of the COVID-19 pandemic, which accounted for **60%** of the COVID-19-

related expenditure. PPE items and other directly related COVID-19 expenses accounted for the remaining **40%** of the COVID-19 spend.

To increase the future cash reserves and with the aim to maintain and increase the financial sustainability for the Organisation, Tafta has over the recent years invested in the development of two retirement complexes.

With regard to the first investment, construction and development of Phase One of the retirement homes is complete and has progressed well in terms of the sale of these units.

The second investment continues to incur a loss, which amounted to **R3.9m** for the current financial year.

Although the current economic conditions remain difficult, the challenge is to remain cost efficient, innovative and creative in our approach, thereby ensuring the long-term future and sustainability of Tafta.

Management and Council members are continuously evaluating and exploring alternatives with the vision of securing further income flows to enable us to continue to service the needy elderly.

We are, as always, most grateful to all our donors who share our vision of providing optimal care for the elderly, and to our staff and service providers for their ongoing commitment to deliver quality service.

Charles Barford
Honorary Treasurer

ANNUAL FINANCIAL STATEMENTS

Statement of Financial Position as at 31 March 2021

	2021 R	2020 R
ASSETS		
Non-current assets		
Property, plant and equipment	323 224 715	307 766 219
Capital Work in Progress	-	7 547 778
Available-for-sale financial assets	92 847 211	67 553 860
Loan to associated trust	36 746 166	37 466 237
	452 818 092	420 334 094
Current assets		
Inventories	480 481	394 926
Receivables and prepayments	3 219 727	3 960 761
Cash and cash equivalents	130 575 415	104 454 155
Investments	-	25 555 136
	134 275 623	134 364 978
Total assets	587 093 715	554 699 072
EQUITY		
Funds employed		
General Reserve Fund	25 718 048	25 958 915
Funds for Specific Purposes	11 752 101	11 797 509
Accumulated Fund	354 613 822	349 856 340
Investment revaluation reserve	21 921 166	535 517
Total equity	414 005 137	388 148 281
LIABILITIES		
Current liabilities		
Trade and other payables	10 934 008	12 774 221
Life rights	162 154 570	153 776 570
Total liabilities	173 088 578	166 550 791
Total equity and liabilities	587 093 715	554 699 072

Statement of Comprehensive Income for the year ended 31 March 2021

	2021 R	2020 R
Revenue		
Operating income	56 350 975	57 781 187
Donations received	19 592 214	21 157 757
Sundry income	628 406	1 358 367
	76 571 595	80 297 311
Expenses		
Audit fees	(271 634)	(330 192)
Depreciation	(1 183 288)	(1 070 999)
Donation expenses	(1 453 063)	(1 532 418)
Food and groceries	(4 994 405)	(6 826 459)
Cleaning and care	(16 650 988)	(16 347 597)
Municipal services	(12 536 001)	(12 231 308)
Other operating expenses	(10 826 366)	(11 146 413)
Professional fees	(1 532 623)	(982 056)
Repairs and maintenance	(3 436 950)	(3 008 177)
Staff costs	(25 173 922)	(27 215 748)
Transport costs	(248 139)	(785 984)
	(78 307 379)	(81 477 351)
Operating deficit before investment income	(1 735 784)	(1 180 040)
Dividend received	1 835 319	4 587 156
Finance income	9 639 780	13 587 338
Profit on sale of financial assets	838 298	3 510 746
Loss on loan to associated trust	(3 939 618)	(3 458 962)
Realised surplus on available-for-sale financial assets	-	-
Loss on disposal of property, plant and equipment	(184 584)	(68 431)
Net surplus for the year from ordinary operations	6 453 411	16 977 807
Extraordinary Item		
COVID-19 expenses	(1 695 929)	(53 902)
Net Surplus for the year	4 757 482	16 923 905
Other comprehensive income		
Revaluation of available-for-sale financial assets	20 700 438	(32 304 579)
Disposal of available-for-sale financial assets	685 211	(1 867 561)
Other comprehensive loss for the year	21 385 649	(34 172 140)
Total comprehensive income/(loss) for the year	26 143 131	(17 248 235)

OUR DEEPEST GRATITUDE

Tafta is extremely grateful to the individuals, corporates, trusts and foundations that continued to support us during a tumultuous financial year.

Our Major Donors (in no particular order)

The Concord Trust
The Cecil Renaud Charitable Trust
The Victor Daitz Foundation
The F Vreede Will Trust
The Fulton Trust
The Judith Maxwell Family Trust
The Coker Family Trust
Marcel Ewan Trust
The Ivan Miosic Trust
Harry Brunskill Education and Charitable Trust
The Percy Lilburn Will Trust
The GMA Foundation
Premier FMCG Pinetown
Sun Slots
All Med Health Care
Jonathan Ball Publishers
Ayoba Board & Accessories CC
CFR Freight SA Pty Ltd
Interbet
Durban Girls High
Bay Union

We also Thank

- The Department of Social Development
- The media for their ongoing coverage of our appeals, events and campaigns that headline the ageing agenda
- The medical professionals who sacrifice their time to visit our homes to care for our elders
- The individual donors who continue to give in a climate of financial instability
- The teachers, principals and other local and international advocacy partners who help us lobby for elder rights across various platforms

Bequest and in Memory of/ In Lieu of

We honour the memory of every individual who has bequeathed a part of their heritage to Tafta in the year that has passed:

Bequest Income

Est. late M.F. Levi	R390 651 06.00
Est. late Visser	R2 387.15
Est. late S.H. Clarke (MOW)	R359 878.92
Est. late I.B.G. Baard	R38 243.33
Est. late C. Docherty	R996 608.32
Est. late Mr K. Bussell	R1 400.00
Est. late Mackay	R253.70
Est. late Christie	R297.20
Est. late Mrs V. Rose (Lucas Gardens)	R5 000.00

In Memory of/In Lieu of

Mrs C. Petzer	Mrs N. McLeod	R200.00
Ms J. Wyngaard	Mrs N. McLeod	R150.00
Ms J. Hardman	Mrs N. McLeod	R300.00
Smanga Shabalala	Mrs N. McLeod	R250.00
Carolyn Zappetti	Mrs N. McLeod	R250.00
Mr Wood	Mr K. Bussell	R800.00
Unknown	T.G. Narainsamy	R900.00

A NOTE TO

Our Valued Donor Community

We thank you for:

- Listening when the older persons sector did not fit into your giving strategy
- Patiently receiving our proposals and follow up calls during your busy day
- Taking a stand on elder rights when your committee or Board disagreed with you
- Making the effort in visiting our homes and treating our elders as family

Your support over the 2020/2021 year is acknowledged and highly valued in honouring our elders.



THE ASSOCIATION FOR THE AGED
Inspiring active ageing

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