

Annual Report

2025/26





Aronga: Our Purpose

We support and care for all people at the most vulnerable times of their lives, to make a lasting and positive difference in times of need.

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CEO and Chair Report

Tena koutou, tena koutou, tena koutou katoa.

As time passes the years seem to speed up and alongside this, the complexity of providing aged and social care as a Not-for-Profit organisation increases. Again, we have seen more positives that we could have hoped for given the geopolitical tensions and the national economic landscape. We see the continuing cost of living impacts, erratic approaches from Government and its agencies, and contract changes impacting our operating result.

While better than expected our recovery towards a 'break-even' position and our resilience has been tested. Our result, nevertheless, has held up well against budget this year.

During 2026, to complement our 5-year strategy to 2030, the Board approved a 10-year think piece Looking Ahead,

presenting a blueprint to our future.

The content focuses on reducing our government reliance and building on our existing skills/experience. Underpinning this is strong governance, during the year, the Board strengthened the Finance, Risk and Audit Committee, bringing on board legal, clinical and accounting skills.

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We have seen more positives than we could have hoped for given the geopolitical tensions and that national economic landscape.

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Through the year we have seen limited support from Government. The continuing trend of older, frailer and more needy residents continues impacting clinical and counselling support. Tagged to this is a small decrease in overall occupancy sitting at 89%. Combined, these issues have meant we have worked with restricted budgets and pushed some needed maintenance downstream.

Our finance team has been busy. The annual full external Audit, while demanding, was completed with no qualifications. Significant effort was placed by the team on the migration of our Planning & Analytics tool to the cloud, that had other spin-off benefits. The team was strengthened by new appointments and reviews of specific working areas – including our debtors, through which we saw an improvement in the day-to-day working with home Administrators. Overall, we recorded a deficit position of \$194k for the year. Nevertheless, we remain optimistic and committed to improving our overall position to ensure the financial sustainability of the organisation.

For Enliven we have continued a focus on claiming for work delivered. Our income from ACC has grown in minor injuries, but we have seen pushback from the agency on bed-days (resulting in overall annual income reduction). On a more positive note, Enliven saw one of its nurses (Bini Mathew from Brightwater Home) awarded the Aged Care Association Nurse of the Year, completed additional training for dementia care and opened a much-needed Dementia daycare service. In addition, we have provided nursing services to a local homecare provider to test as a service, while expanding our General and Nurse Practitioner offerings.

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The continuing trend of older, frailer and more needy residents continues impacting clinical and counselling support.

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CEO and Chair Report (continued)

A concerted and continued effort from our Family Works teams has resulted in a favourable year-end result. This is against a backdrop of no annual increases in revenue and increased delivery expectations, moving FW Wairarapa into Kandahar home, dealing with staff changes and maintenance issues. Our focus has been on securing appropriate contracts and growing alternate revenue sources including our Fee-for-Service ACC counselling.

It's pleasing to see our quality being tested and affirmed through external service audits for both Family Works (Taranaki non-violence programme) and Enliven (4-year accreditation for two homes). In addition, we have seen visits from MPs, the Ombudsman, UN Subcommittee on the Prevention of Torture, Retirement Villages Association and certification audits (from HealthCert, FENZ and local Councils to name but a few).

Despite the slowdown in the housing market and sales of our retirement villas that help shore up the aged care and social care services, our retirement village developments continue as we look to the future. We have been excited with the contract signing for Kilmarnock Village in Berhampore, completed the next stage of Villas at Kandahar in Masterton, and completed reviews of other potential developments across our region (over a 10-year horizon). Sadly, our Reevedon Rest Home was a casualty of compliance/repair costs outstripping revenue. After 50 years, it closed on 30 June 2026.

Building on previous years, we lifted our organisational partnerships to now include the Public Trust, Craigs and JBWere. The appointment of a new fundraiser has lifted our footprint and outcomes in the grants space, essentially meeting our annual target in the past year.



The technology pace of change has continued. This year, again, we had no cyber security issues, upgraded finance systems, improved our mobile phone processes, retendered our nurse-call system, started the roll out of our food app (Kafoodle), introduced FundSorter, and launched a new website. The cyber-attack on Medimap was a challenge requiring teams to use paper and then enter data when fixed – an amazing, but somewhat unrecognised effort.

On Health, Safety and Wellbeing we consolidated and clarified PSC's Values into a set that covers relationships, compassion, love, stewardship, unity in purpose, safety and doing what's right. This serves as a foundation stone and underpins our approach, describes what is important to us, sets the culture we want and indeed the 'way' we do things with all.

We continued raising our visibility in the political arena including engaging with MPs and officials; the Health Minister, the Aged Care Commissioner, Associate Ministers and cross-party MPs. Together with media, we try to get the message across on the state of the aged care and social care sectors – especially as our residents/clients are our most important stakeholders.

Work continues on impacts from the Royal Commission of Inquiry into Abuse in Care. We have met survivors and their whānau to hear their stories, provide information, apologise as required and help them on their healing journey. Government redress recommendations for non-state agencies have been delayed, but work continues with agencies and officials as opportunities present. We have collaborated with Archives NZ, the Citizens Advice Bureau and the Crown Response Office on the provision of records and information during the year.

Even with the challenges, our teams have worked hard and contributed to our performance during this year and we would like to acknowledge the fortitude, commitment and mahi in meeting many goals set for the year. We acknowledge and thank Board members for their significant contribution, bearing the load, and providing the necessary direction and support. Finally, thank you to our partners, suppliers, supporters and funders with whom we have achieved so much.

Our Plan to 2030 uses the whakataukī to describe our continuing journey to serve those in our care.

He waka eke noa A canoe which we are all in with no exception

Ngā mihi nui,



Muhammad Naseem
(Joe) Asghar
Chief Executive



Peter Sherwin
Board Chair

Whanonga Pono: Our Values

Whakawhānaungatanga

Building & honouring relationships

We take time to connect, listen, and understand. By building genuine relationships with residents, clients, whānau, staff, and communities, we create a strong sense of trust, belonging and shared purpose.

Kotahitanga

Unity in purpose

We work together across roles, services, and communities, united by a shared commitment to make a positive and lasting difference in people's lives.

Manaakitanga & Aroha

Care, compassion, and love

We act with kindness, humility, love, and generosity. We treat everyone with dignity and respect, promoting inclusion and supporting wellbeing and self-determination.

Haumarutanga

Safety and protection

We ensure the physical, emotional, cultural, and spiritual safety of everyone. We speak up, act responsibly, and uphold the rights and wellbeing of all.

Kaitiakitanga

Responsible stewardship

We care for our people, resources, and environment with integrity and accountability – ensuring sustainability and cultural safety in everything we do.

Tikanga

Doing what's right

We act with integrity, guided by the correct processes, cultural practices, and protocols. We honour Te Tiriti o Waitangi and ensure our work respects both Māori and non-Māori world views.

Our Leaders

Presbyterian Support Central Board



Peter Sherwin
Chair



Nigel Willis
Deputy Chair



Pat Waite
Board member



Cheree Ratapu-Foster
Board member

Senior Leadership Team



Back row: Anthony Taylor – General Manager Property, Nicola Turner – Chief Operating Officer, Jonathan Gan – General Manager Business Services & Sustainability. **Front row:** Andrea Stewart – Chief Financial Officer, Muhammad (Joe) Asghar – CEO.

Our People

$$\begin{array}{ccccccccc} \mathbf{933} & + & \mathbf{41} & + & \mathbf{28} & = & \mathbf{1002} \\ \text{Enliven} & & \text{Family Works} & & \text{Central} & & \text{Total PSC} \\ \text{Employees} & & \text{Employees} & & \text{Office} & & \text{Team} \end{array}$$

Highlights and Celebrations



Nurse of the Year Award 2026

Bini Mathew, Clinical Nurse Manager at Brightwater and Willard Homes, was named Aotearoa Nurse of the Year 2026 by the Aged Care Association. This prestigious award recognises Bini's exceptional clinical leadership, compassion and commitment to culturally safe, person-centred care. Her achievement reflects the outstanding quality of care provided by our Enliven teams across the region.



Breaking Ground at Kilmarnock Village

Construction officially began on Kilmarnock Retirement Village in June 2026, marking a significant milestone for PSC. Our largest village development will feature 65 standalone villas and a range of shared community spaces, enabling more older people to remain connected to their southern Wellington community. With 46 villas already sold ahead of completion, the strong demand reflects confidence in the development and its long-term contribution to PSC.



Planning Analytics Cloud Migration

PSC has successfully completed the migration of its Planning Analytics budgeting and financial reporting platform to the cloud. The project included a redesign of key budgeting and reporting processes to improve efficiency, consistency and access to information. The result is a modern and sustainable platform that provides managers and leaders with improved tools for planning and decision making, while establishing a foundation for future use of data and insights across the organisation.



Wi-Fi Upgrade completed

Following the successful completion of PSC's organisation-wide Wi-Fi upgrade programme, we are now realising the benefits of a faster, more reliable and secure network across the organisation. Improved connectivity is supporting staff, residents and clients, while enhanced monitoring and reporting capabilities are helping to deliver a more proactive and responsive support service. This investment provides a strong foundation for PSC's continued digital journey and the increasing use of technology across our services.



Changing Ways of Giving

We introduced tap-and-go Grateful Giving Stations in three Enliven Homes, providing residents' families, visitors and community members with a simple and secure way to give back. Donations are ring-fenced for the individual Home and help fund equipment, experiences and projects that directly benefit residents. Following the initial rollout, we are looking to expand the stations into more Enliven Homes.



Major Home improvements

Coombrae Home received an extensive roof upgrade in October 2025, and extensive renovations of the recreation room, kitchen and shop were completed. The new vinyl, appliances, cabinetry, lighting and tiling transformed the space for village and home residents to enjoy.



Transforming Our Digital Presence

We relaunched the PSC, Enliven and Family Works Central websites in April 2026, bringing all three onto a modern HubSpot platform. The new sites provide clearer navigation, improved accessibility and a more intuitive experience, helping people find services, information and support more easily. They also give our teams stronger tools and insights to manage content, understand audience needs and continually improve our digital presence.



Family Works Central

This year, Family Works Central introduced a new service to support people who have experienced sexual assault while they await referral to a specialist through ACC's Sensitive Claims Service. The service places kiritaki at the centre of their recovery, bringing together a range of supports and treatments tailored to their needs.

This year, we have continued to see a change in the support we need to provide to residents and their whānau.

As our older people live longer and longer, we are struggling to support them within a family home environment. Whereas our Enliven Central resident population used to be predominantly non-Māori born in New Zealand, this demographic is changing rapidly. We now support a multicultural resident group and their whānau, who are often grappling with the guilt of no longer being able to meet traditional expectations and care for their loved ones themselves.

This is the reality of our current economic climate, where two household incomes are a necessity, and of the fact that the older people we support are now very old, very frail and usually have some level of cognitive decline. Supporting an older person at home who requires large pieces of equipment, including hoists and level-access showers, is not practical for most households.

Enliven Central likes to see itself as part of the toolbox whānau have to support their loved ones in a safe and caring manner. We welcome whānau members to continue to be as involved in the care of their loved ones as they choose.

Not only are residents increasing in ethnic diversity, but so are Enliven Central staff, with NZ-born staff members now a small minority. While communication can present interesting challenges when people who speak English as a second language tackle complex issues, we celebrate diversity in all forms.

Our Te Roopu Whakamarama (Cultural Advisory Group), chaired by the PSC Cultural Director, is very focused on how we can meet the specific cultural and spiritual needs of an increasingly multi-ethnic Enliven community.

It was with sadness that we saw the closure of Reevedon Home in Levin after 50 years of being home to many Levin elders. Unfortunately, the deterioration of the building became too much, and we could no longer wait for a change in Government policy that might allow investment in aged residential care homes that meet the needs of elders who require Government assistance to pay for their care. Enliven Central, as part of PSC, has been caring for NZ elders for over 100 years, and we are struggling to maintain many of our buildings, which require new roofs, replumbing and new kitchens all at the same time. We need to be constantly replacing equipment, including 80 new hospital-standard beds per year. We have been lucky to secure grant funding and donations for some of these needs, but we are constantly behind.

The cost of capital is not included in the fees set by the Government, so we are watching the outcome of the Ministerial Advisory Group with interest. We hope that a policy change comes in time for us to maintain services for elders who do not have large financial reserves with which to pay for their own care.



Despite our financial struggles, we continue to focus on delivering quality services. We were very proud that Enliven won the Schülke–IPCN Innovative IPC Initiative Award at the Infection Prevention and Control Conference this year. We also wish to once again congratulate Bini Mathew, Clinical Nurse Manager for Brightwater and Willard Homes in Palmerston North, on receiving the Nurse of the Year award from the NZ Aged Care Association.

Ngā mihi,

Nicola Turner
Chief Operating Officer

1123

Total clients

265

Total Respite Care clients

164

Total Dementia Care clients

251

Total End of Life
supported clients

14

Aged Residential
Care facilities

816

Number of ARC beds
in your ARC facilities

3

Total Day Programmes

933

Total Enliven staff
(people not FTE)

We began the year expecting to be writing tenders, as almost every contract was up for renewal at the end of the financial year.

One by one, they have rolled over for 18 months to two years as Government departments work through their own internal changes. Unfortunately, few of the rollovers included a CPI increase, so for some contracts, there will have been no increase for seven years. This means we are reliant on grant funding and donations to top up wages and pay our staff much-needed annual increases.

As economic issues and the price of petrol continue to impact the cost of living, we are seeing an increase in family violence and in working families living on the edge of coping. We are experiencing a high level of referrals for people with complex issues and frequently support children and their parents with no available funding.

We are incredibly grateful to donors and to those generous people who leave us bequests so we can continue to provide services that assist people to get back on their feet.

This year saw the initiation of a sensitive claims contract with ACC, which relates to counselling and social work services for people who have experienced sexual harm. This service aligns well with our overall suite of programmes supporting people who have experienced family violence.

As we prepare for the coming year, when we assume tenders will start to roll out, we are responding to the Government-led approach of measuring outcomes rather than outputs. We consider it a challenge for a service such as ours to measure the impact of several counselling sessions or an emergency response several months down the track, given that we are likely one of many agencies involved with a family. However, we are very keen to understand which of our approaches and programmes are most effective.

We are also actively working on strengthening relationships with community partners in anticipation of working more closely together going forward.

Ngā mihi,



Nicola Turner
Chief Operating Officer





203

Total clients attending Parenting programmes

1418

Total clients for Family Works social work support and counselling services

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I'd like to thank my Family Works counsellor for everything he has done that will benefit myself my partner and the rest of my family, thank you for your service. It was awesome that he combined tikanga Māori and how to uphold those values in today's world. Having it on a one-on-one basis with a person who understands and can relate to tikanga Māori was great for me. Ka pai to mahi.

Client

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Property Development

Home Property Budgets

There was significant spend in our Homes last financial year under both the CAPEX and OPEX budgets with a total spend of \$3.53m completed. Progress in reducing the maintenance backlog was hampered this year with several large maintenance jobs appearing requiring urgent attention. These included the replacement of failing Fusiotherm water pipework in the Chalmers Home, and a complete overhaul of the hot water reticulation system at the Woburn Home.

A similar amount of \$3.420m has been allocated to this area this year. It is worth noting that the total capital sum that we can invest back into the business each year (including for IT) is funded through the realised capital gains received from the LTO sales, and the interest and dividends generated by the investment fund.

Village Developments

Levin Poppy Fields Village Stage One – We have now sold all 12 Stage One units including the Show Unit. This allows us to start planning for the construction of Stage Two. This second stage consists of seven two-bedroom villas. A sales campaign to secure sufficient pre-sales is imminent and if this is successful construction could start before the end of this summer.

The construction of the Community Centre has been brought forward accessing funds generated by the Kilmarnock Village Project (see later in the report). We are currently seeking building consent for this project, and we aim to have construction underway before Christmas, with completion expected in July 2027.

It is important to add this building to the Village now to provide the residents with a centre to socialise in and develop a community feel in the Village. This will be an important selling point for the Village as it grows over the next few years.

Kandahar Village Stage Four – Sales of this new stage have been slow since opening in September last year with three of the eight villas now occupied. This is reflective of the continuing very weak property market and also multiple villas becoming vacant in the existing village over the last 18 months. Necessarily sales and marketing efforts are focused on the vacant villas in the existing village first before the new village. Planning for Stage Five will commence once all the Stage Four units are sold.

Kilmarnock Village – We currently are underway with the construction of this Village. It will have a total of 65 stand-alone, single level villas including nine one-bed units, 40 two-bed units, and 16 three-bed units. There will also be a Community Centre, a village workshop, a croquet lawn, residents' vegetable garden to provide a strong amenity offer.

We have entered into a Development Agreement with local residential developer Thames Pacific for them to deliver the village as a turn-key set up for Enliven to take over as Operator once completed. This village will not have a rest home on site, but it will be supported by the Woburn, Longview, Cashmere and Huntleigh homes all within the Wellington area.

We expect the construction will be completed by June 2028 when the villas will be available for occupation.

Kowhainui in-fill Project – Board approval and a bank funding agreement have been secured to start buying back the LTO's as they terminate to allow for the future rebuild and in-fill of the Kowhainui Village. This project aims to replace the ageing stock in the Ko Drive section of the village with new villas in a much more compact spacing. The 16 existing villas will eventually be replaced with 39 new villas and a Community Centre. The LTO units that have been purchased will be rented out until they can be removed and rebuilt. This will be a staged project lasting 10 or so years.

The four villas required for Stage One have now been purchased from the terminating residents. We have started work on the application for resource consent for the complete replacement of this village. This will be lodged before the end of this year and construction of Stage One, comprising eight units to replace the four old villas, will commence in Q1 2027.

Proposed Reevedon Village Expansion – The vacant land created by the closure of the Reevedon Home could potentially be used to expand the existing Village. The current plans would allow for 18 new one or two bed units, and the existing Home Rec Room would be converted to become the Village Community Centre. These villas would be priced in the affordable to mid-range.

The bulk and location plan is currently being finalised allowing for the resource application to be developed. We are hoping to have this lodged before the end of this year allowing construction to start in Q1 2027.

9

Enliven Retirement Villages
in the Central Region

195

Independent Retirement
Living Units

Existing LTO Villages – Sales of our existing stock have been very slow through the 2026 calendar year driven by the ongoing sluggish property market, the upcoming election, and the turmoil in the Middle East. This is widespread across all our villages, with Kandahar in Masterton particularly affected. It is hoped that this will start to turn around once the election is over and the summer has arrived.

Overall, the 2026/27 year looks very promising with lots of development work now in train at the right time in the property cycle.

Ngā mihi,



Anthony Taylor
General Manager – Property

Business Services and Sustainability

Last year, I reflected on the “green shoots” of recovery at PSC beginning to grow into saplings. This year, it has been exciting to see those saplings continuing to take root, with some of the hard work of recent years beginning to bear fruit.

One of the biggest highlights of 2025/26 was the launch and embedding of our new Strategy to 2030. This was an important piece of work that involved listening to and working alongside our Board, leaders and staff to create a clear direction for the next stage of PSC’s journey. It was equally important that the strategy was grounded in who we are, so we also refreshed our organisational values to better reflect what we stand for and how we want to work together. It has been wonderful to see the strategy and values embraced across PSC. They are not simply words on a page; they are increasingly shaping our priorities, business plans, decisions and conversations.

Over the past year, we have continued to strengthen our approach to business planning and project development. We are a long way from where we were five years ago, with greater structure, discipline and visibility around what we are trying to achieve and how we are tracking.

We have continued investing in the systems and technology that support our staff to do their jobs well. A major achievement was completing the upgrade of our Planning and Analytics system to the cloud. This was a complex and important project that is already paying dividends through improved performance, reliability and access to information. We also successfully upgraded two of our care home sites to new, fit-for-purpose wireless nurse call systems. This is an important

investment in the safety and wellbeing of our residents, while giving our staff more reliable technology to support them in delivering the best possible care.

Another significant achievement was completing the redevelopment of our websites, giving PSC, Enliven Central and Family Works Central a more modern and engaging digital presence. Our websites are often the first place people go to learn about who we are and what we do, so it is important that they tell our story well and make it easy for people to connect with our services.

Another highlight has been seeing several corporate partnerships, some more than three years in the making, begin to bear fruit. We have formed or strengthened relationships with Spark, Dulux, Moana Road, the Stroke Foundation, Craigs Investment Partners, JBWere, NZ Data, Christian Savings and Public Trust, to name a few. These partnerships are about more than financial support. They bring together people and organisations that share our values and want to make a positive difference in their communities.

With everything happening across the world and the cost pressures being felt by businesses and communities alike, we are incredibly thankful for the continued support and generosity of our suppliers and partners. Their willingness to work alongside us to minimise costs, find practical solutions and deliver the best possible outcomes for our staff, residents and clients is something we greatly value and do not take for granted.

Fundraising continues to operate in a challenging environment, with cost-of-living pressures, increased competition and less funding available

across the charitable sector. Despite these headwinds, I am incredibly proud that we achieved our fundraising target for the year. We have continued developing our grants programme, welcomed new capability into the team and introduced Fundsorter to help us identify and pursue grant funding opportunities more effectively and efficiently.

Reaching our target would not have been possible without our generous donors, grant funders and supporters. Every donation and grant, regardless of its size, helps us continue supporting vulnerable people and families across our communities. To everyone who has chosen to support PSC, particularly at a time when we know there are many demands on people's generosity, I offer my heartfelt thanks. Your support makes a very real difference to the people we serve.

Looking ahead, we see a significant opportunity to grow our Gifts in Wills programme and are making this an important focus as we work to build a more sustainable future for fundraising at PSC. Leaving a gift in your will is a very special way to create a lasting legacy and help ensure PSC can continue supporting people and families in our communities for generations to come. If you have considered leaving a gift in your will to PSC or would simply like to learn more about what this could look like, we would love the opportunity to come and have a chat with you.

I am immensely proud of the Business Services and Sustainability team. Over the past few years, the team has continued to grow in confidence, capability and maturity. It has been a real privilege to see people develop professionally,

take on new challenges and consistently go above and beyond for our mission. Much of their mahi happens behind the scenes, but their contribution plays an important part in enabling our services and the wider organisation to succeed.

Like any year, 2025/26 has had a few bumps and potholes along the way, but it has also been filled with progress, success and plenty of reasons to feel optimistic about our future. We have a clear strategy, refreshed values, stronger systems and processes, and a growing network of people and partners who believe in what we do.

Finally, I would like to give a heartfelt thank you to our staff, Board, communities, partners, members, donors, grant funders and supporters. The work we do would not be possible without your commitment, generosity and belief in our mission.

We have come a long way, and while there is still plenty of road ahead, I believe we are moving in the right direction. Together, we will continue our journey with kindness, aroha and respect, always doing our best to make a positive difference in the lives of those we serve.

Ngā mihi,



Jonathan Gan
General Manager
Business Services & Sustainability

With Gratitude

Fundraising across the Central Region, particularly in Wellington, continued to be shaped by a challenging economic environment.

Ongoing public sector job losses, and wider cost-of-living pressures affected discretionary income, making donor acquisition and retention more difficult. Many supporters have been more cautious and selective in their giving, while increased competition for philanthropic funding has placed additional pressure on community organisations seeking support.

Despite these challenges, we have been encouraged by the growing support from local grant funders who recognise both the increasing demand for our services and the important role Presbyterian Support Central plays in strengthening communities. Their investment, alongside the generosity of individual donors, trusts, community partners, and legacy supporters, has enabled us to continue responding to people when they need us most.

Every grant received, every donation made, and every bequest gifted contributes to creating positive and lasting change for individuals, whānau, and communities across our region.

Whether funding counselling for tamariki, supporting parenting programmes, reducing isolation for older people, enhancing living environments in our homes, or helping families access support before challenges escalate, your generosity makes a real and measurable difference.

On behalf of everyone who benefits from our services, thank you to our donors, trusts, foundations, community partners, volunteers, and legacy supporters. Your support enables us to be there for people at some of life's most challenging moments and to create opportunities for hope.

Thank you for your kindness.



I enjoy the food and meals as when you live by yourself it can be hard to cook just for one person, so it is nice to know that for those three days I am going to eat a good hot meal. I cannot speak highly enough of the centre and what coming has meant to me and am grateful that I have been funded by the Whanganui Community Foundation Grant as I am unable to pay privately and would not be eligible for any other funding. This is my lifeline.

Participant, Kōwhai Day Programme



Funder list

Clive Holmes Estate
 Marion Scanlen Estate
 Marjorie Duffy Estate
 Warratah Estate Trust
 Craigs Investment Partners
 Moana Road
 Niche Modular Construction
 Brendon Brechin Charitable Trust
 Christian Honore Trust
 Effie Taylor Estate
 Frank and May Griffith Trust
 Jack McFadzean Estate
 James Wotherspoon Trust
 L & R Snell Trust
 Lawrence Teaze Estate
 The Ivan and Nancye Davis Charitable Trust
 The James Gibb Fund
 A Ray of Light Charitable Trust
 Chenery Memorial Trust
 Estate of Gordon Lindsay Isaacs
 Four Regions Trust
 Four Winds Foundation
 Irene Baker Foy Trust
 Johnsonville Charitable Trust
 Kingdom Foundation
 MusicHelps
 New Zealand Lottery Grants Board
 Pub Charity
 St Joan's Charitable Trust
 St John's in the City
 The Pelorus Trust
 The Tindall Foundation
 The Trusts Community Foundation
 Toi Foundation
 Tom and Ann Cunningham Trust
 Transpower New Zealand
 Upper Hutt City Council Community Grant
 Whanganui Community Foundation
 Winton and Margaret Bear Charitable Trust



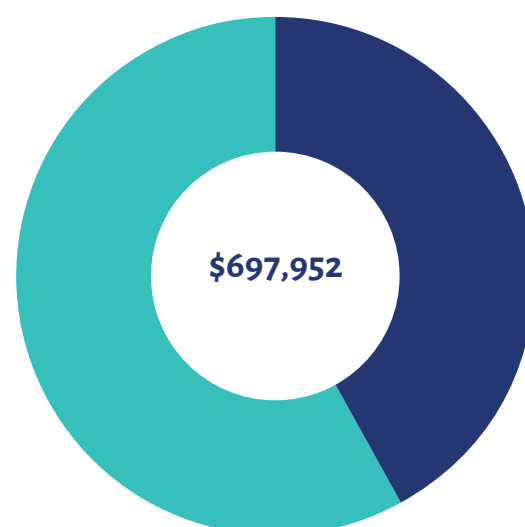
The support from The Tindall Foundation has enabled us to provide parenting programmes that create real and lasting change for families. Parents have told us they feel more confident, communicate more positively with their children, and are better able to manage challenges at home. For many families, simply having a safe and supportive space where they feel understood has made a significant difference. We are deeply grateful for this investment in our community.

Family Works Social Worker, Wairarapa



Philanthropic Income

Received from 1 July 2025 – 30 June 2026



● Grants + Trusts	\$296,104	42%
● Bequests + Individual	\$401,848	58%

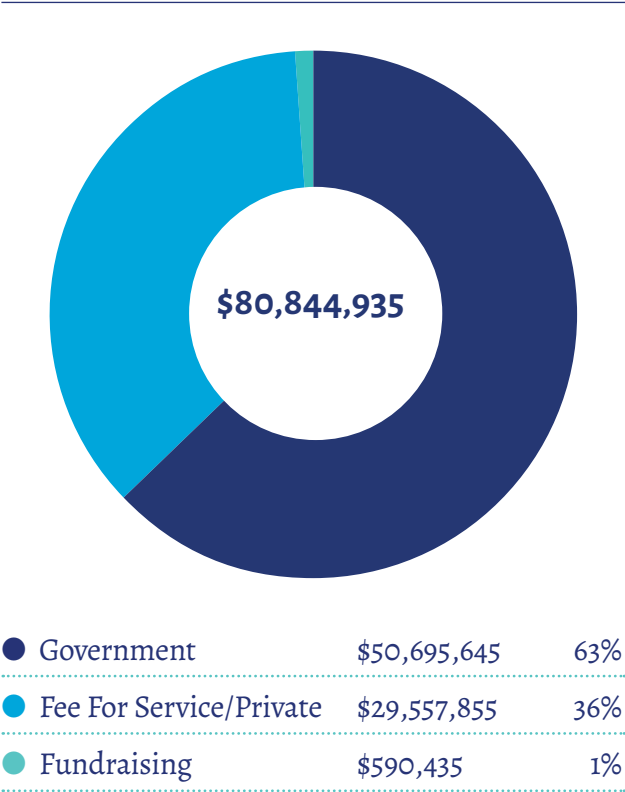
Revenue and Expenditure

For Year ended 30 June 2026

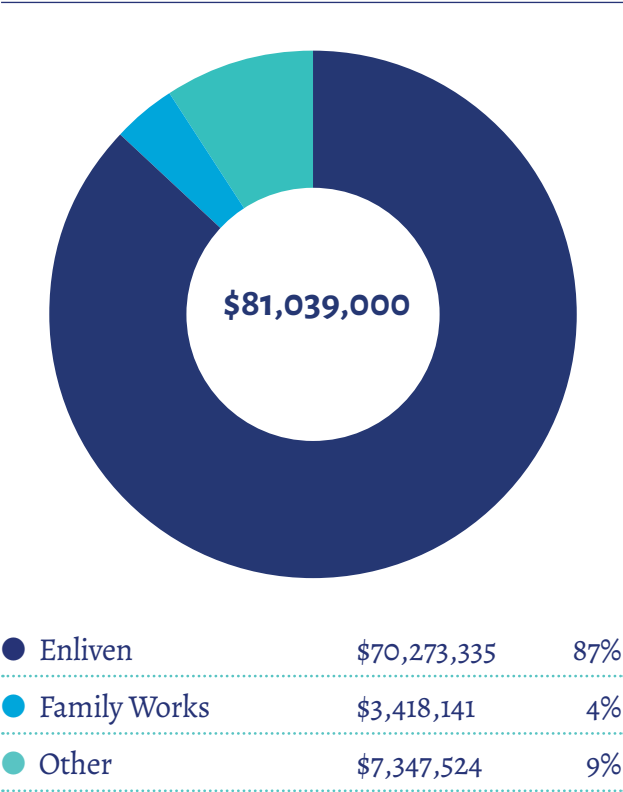
The two major operating segments, Enliven and Family Works, continue to be constrained by limited increases in government funding, which have not fully offset rising operating costs. As a result, the business reported an operating deficit of \$194k for the year. At 30 June 2026, the business had financial net assets of \$146.9m, an increase of \$4.0m from \$142.9m in 2025.

The growth in net assets was primarily driven by increases in non-current assets, particularly LTO investment properties, together with increases in current assets, including cash at bank and receivables. These increases were partly offset by higher current liabilities, primarily arising from an increase in Refundable Occupation Right Agreements and other current liabilities.

Income



Expenditure



Summary statement of comprehensive revenue and expense for the year ended 30 June 2026

	Note	2026 \$000's	2025 \$000's
Operating Income			
Revenue from Services		75,720	73,241
Village Contributions		3,022	2,521
Recovery of Village Outgoings		1,543	1,432
Non-exchange Operating Income	9	560	456
Total Operating Income		80,845	77,650
Operating Expenditure			
Personnel		58,340	56,124
Operating Expenses		16,002	14,877
Property Costs		3,781	3,821
Depreciation and Amortisation of Intangibles	3	2,916	2,964
Total Operating Expenditure		81,039	77,786
Total Operating Surplus / (Deficit)		(194)	(136)
Other Income and (Expenses)			
Finance Income / (Expenses)			
Interest		236	321
Dividends		440	261
Realised Share Gain / (Loss)		20	64
Unrealised Share Gain / (Loss)		1,279	738
Net Change in Fair Value of Investment Properties	2	1,727	1,140
Gain / (Loss) on Sale of Fixed Assets		15	33
Grants Distributed from Trusts		(231)	(213)
Tax Expense		(62)	(60)
Total Other Income / (Expenses)		3,424	2,284
Net Surplus / (Deficit) for Year		3,230	2,148
Other Comprehensive Revenue and Expense			
Net Change in Fair Value of Property, Plant & Equipment		762	-
Total Other Comprehensive Revenue and Expense		762	-
Total Comprehensive Revenue and Expense		3,992	2,148

Summary statement of financial position as at 30 June 2026

	Note	2026 \$000's	2025 \$000's
Equity			
Total Equity	4	146,957	142,960
<i>Represented by :</i>			
Current Assets			
Cash and Cash Equivalents		2,786	1,185
Accounts Receivable		4,249	3,584
Other Receivables		300	376
Total Current Assets		7,335	5,145
Non Current Assets			
Investment Properties	2	119,704	113,370
Other Financial Assets	6	16,894	16,027
Property, Plant, Equipment & Intangibles	3	86,426	87,318
Total Non-Current Assets		223,023	216,715
Total Assets		230,358	221,860
Current Liabilities			
Residents' Funds		236	169
Accounts Payable		1,862	2,727
Other Current Liabilities		4,829	1,838
Refundable Occupation Right Agreements		64,392	59,278
Employee Entitlements		6,957	6,719
Secured Bank Loans	7	4,373	7,421
Total Current Liabilities		82,648	78,152
Non-Current Liabilities			
Employee Entitlements		119	114
Secured Bank Loans	7	634	634
Total Non-Current Liabilities		753	748
Total Liabilities		83,401	78,900
Net Assets		146,957	142,960

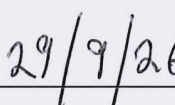
Summary statement of changes in equity for the year ended 30 June 2026

	\$000's						
	Accumulated Funds	PPE Revaluation Reserve	Legacies	Trusts	Capital Replacement Reserve	Funds & Reserves	Total Equity
2025							
Balance 1 July 2024	84,377	42,265	4,480	6,474	1,575	1,641	140,812
Total Comprehensive Income for the period							
Net Surplus for the Year	2,148	-	-	-	-	-	2,148
Other Comprehensive Income							
Revaluation increase PP&E							
Total Comprehensive Income	2,148	-	-	-	-	-	2,148
Distributions	213	-	-	(135)	-	(78)	-
Transfers- Interest	(638)	-	184	293	76	85	-
Transfers- Other Including Expenditure	12	-	-	(55)	-	43	-
Balance 30 June 2025	86,112	42,265	4,664	6,577	1,651	1,691	142,960
2026							
Balance 1 July 2025	86,112	42,265	4,664	6,577	1,651	1,691	142,960
Total Comprehensive Income for the period							
Net Surplus (Deficit) for the Year	3,230	-	-	-	-	-	3,230
Other Comprehensive Income	-	-	-	-	-	-	-
Revaluation net increase PP&E	-	762	-	-	-	-	762
Total Comprehensive Income	3,230	762	-	-	-	-	3,992
Distributions	231	-	-	(172)	-	(59)	-
Transfers- Interest	(664)	-	208	298	75	83	-
Transfers- Including Capital & Expenditure	11	-	25	(19)	-	(12)	5
Balance 30 June 2026	88,920	43,027	4,897	6,684	1,726	1,703	146,957

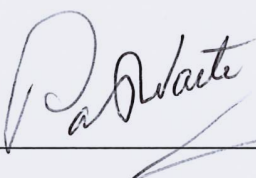
For and on behalf of the Board:



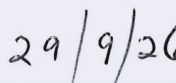
Board
Member



Date



Board
Member



Date

Statement of Service Performance

Who are we?

Presbyterian Support Central is a not-for-profit, registered charity. It was first registered in 2007 but can trace its roots back to 1909, when Reverend Dr. James Gibb, Minister of St John's Presbyterian Church in Wellington, initiated a project to care for orphaned and vulnerable children.

Why do we exist?

We support and care for all people at the most vulnerable times of their lives, to make a lasting and positive difference in times of need.

What we aim to do

Our **Family Works** services aim to support children, young people, families and communities who have experienced trauma, family violence, separation, poverty, stress/ anxiety, to have a safer and brighter future.

Our **Enliven** services aim to create age-friendly communities where people are happy and thrive, regardless of their age or ability.

Judgement made in the reporting of service performance information

In preparing the service performance information for the period ended 30 June 2026, Presbyterian Support Central (PSC) has made a number of significant judgements about what information to present, based on an assessment of what would be most appropriate and meaningful to readers when assessing performance against our objectives.

The decisions about what service performance information to present were made in consultation with our managers. Those items judged to have the most

significant effect on the non-financial information are presented and are related to the selection of information about what activities PSC has undertaken in the previous 12-month period. **Eleven key measures** are identified that best illustrate what we have done to deliver our objectives.

The service performance measures are based around the quantity of services delivered in the year, as this information is already available and used for internal management and governance reporting purposes.

Presbyterian Support Central Statement of Service Performance

Aronga | Our Purpose

We support and care for all people at the most vulnerable times of their lives, to make a lasting and positive difference in times of need

Enliven

Caring, Enabling and Supporting

- Create a sense of belonging
- Eden Principle – Your home
- Improved wellbeing for our residents
- Safe and secure
- Practical support
- Whānau – we are family

Family Works

Building Strong Families and Communities

- Strengthening support for whānau and individuals
- A community of support
- Advocacy and inclusion
- Connection to resources

Retirement Villages

Building Resilient Communities

- Creating a caring community
- Independent living and sense of wellbeing
- Safe inclusive communities

Our People

Building Organisational Capacity

- We truly care and value our people
- We recognise our people as a key resource

Our Values

Equality, Whānau, Whakahi, Kanorau, Tikanga, Empowerment and Doing good – underpin what we do and strive for those we serve.

The Strategy

Enliven

- Increase occupancy rates annually
- Provide high quality care of our residents that is safe and secure
- Meet our nursing needs through an accredited programme for international nurses
- Improve the standard of our homes

Family Works

- Improved wellbeing of clients
- Increased direct support of whānau
- Retain and grow government and external funding
- The business breaks even financially

Retirement Villages

- Expand village development to support our business and care for the aged population and other clients
- Offering/developing community spaces for village residents

Our People

- Retain and attract staff
- Create a great working environment
- Develop our staff
- Create clear career paths
- Improve staff engagement
- Support/enable cultural competence

Performance Measures: We walk with the people across the generations to create safe places to live, learn and thrive

Enliven	2025	2026	Target	Key Indicator
Occupancy % bed Occupancy is a critical indicator of the overall health of the organisation. Occupancy is a measure of anticipated income and quality of service. Bed occupancy is calculated as the percentage of available residential care bed days occupied during the year compared with the total available bed days. Occupancy remained slightly below target for the organisation. While occupancy increased in most Homes, overall occupancy was influenced by the cessation of admissions to Reevedon and Levin Home from March in preparation for Reevedon closure in June 2026.	89%	89%	≥90%	On track
Severity Assessment Code (SAC) Quality of care remains at the heart of our operations. Monitoring the number of adverse events that occur and are required to be reported to Te Tāhū Hauora, is an important measure of clinical safety. SAC events continued to reduce and are now better than target. This was due to strengthened prevention and training activities.	10	9	<13	Met
Resident Satisfaction Survey Resident satisfaction is an important metric of both belonging and quality of care. Understanding the residents experience helps to improving resident wellbeing. 119 residents responded to the 2026 survey (146 in 2025). Resident satisfaction is calculated as a weighted average of all responses. Residents complete a questionnaire using a Likert scale. The increasing number of residents living with dementia is impacting on the number of residents able to complete the survey. A common theme impacting the result was unhappiness about needing to leave their own home.	89%	87.2%	≥90%	On track
Relative Satisfaction Survey Relatives of our residents are key stakeholders and can act as proxy for residents. This survey serves as an external quality check reflecting family confidence in our services. Relative satisfaction is above target. We continue to encourage regular communication and actively seek relative input and feedback in Home activities.	90%	94.6%	≥90%	Met
Family Works	2025	2026	Target	Key Indicator
Clients Supported Supporting as many clients as we can through our Family Works services is central to our purpose of building strong families and communities. Total clients supported was well below target in 2026. Government spending contraction, lack of capacity and capped contracts occurring after targets were set reduced our ability to provide services during the year.	2,482	1,621	≥2,500	Below Target
Social Work and Counselling Providing clients with social work and counselling services allows us to reduce the impact of family harm and improve wellbeing in the community. Total clients receiving social and work and counselling is well below target. Government spending contraction, lack of capacity and capped contracts occurring after targets were set reduced our ability to provide these services during the year.	2,219	1,418	≥2,300	Below Target
Parenting Support Providing parenting support programmes to whānau allows us to contribute to building strong families and communities. Total parenting programmes were well below target. This was a combination of Government spending contraction, capped contracts and lack of capacity to undertake grant funded parenting programmes.	360	203	≥380	Below Target

Retirement Village Development	2025	2026	Target	Key Indicator
Total number of Retirement Villas Villa sales are a key driver for organizational viability as the low fees set by Government for Aged Residential Care is not enough for a return on capital. A higher number of Villas offers the organization better financial stability and the ability to weather fluctuations in the property market. The slowing of the property market in the 2025 year put Village expansion plans on hold until sales and values improve especially in the regions. No further new Villas were built during the year. The shortfall against target is a result of not being able to sell 5 of the 8 villas built in Kandahar in 2024-25. Of the 195 villa's 189 were sold during the 2026 year.	187	195	≥195	Met
Retirement Villa Sales Villa sales are a key driver for organizational viability as the low fees set by Government for Aged Residential Care are not enough for a return on capital. Low turnover or low sales can negatively impact on organizational cash flow and short-term viability. Villa sales were higher than last year's sales and on target; however, we still have five unsold new villas at Kandahar. The slowdown in the residential property market, which has been evident across the Wairarapa, continues to impact sales. Prospective purchasers are often unable to sell their existing homes at an adequate price, preventing them from proceeding with the purchase of a villa. Of the 26 villa sales achieved, 19 were resales and seven were new villa sales, comprising three at Kandahar and four at Poppy Fields.	15	26	≥26	Met
Our People	2025	2026	Target	Key Indicator
Overall Staff Turnover Stability of our workforce is an important metric as it underpins quality of care. High turnover drives up labour costs and ongoing training costs. Staff turnover remained higher than target. Turnover includes casual staff who have left (as they have secured permanent employment). Despite retaining most staff, turnover was impacted by the closure of Reevedon Home at the end of the financial year. Inability to pay a living wage also impacts our staff turnover. The average total number of employees during the year was 1,036, therefore within 10% of target.	26%	28%	≤20%	On track
Nursing and Clinical Staff Turnover Nursing and clinical staff play a vital role in the quality of care in our facilities. High turnover can negatively impact our ability to provide clinical safe services and can drive up labour costs. Clinical staff turnover remains higher than target and higher than other roles within the organisation. Competition with public hospitals due to higher pay rates is an ongoing issue.	N/A	32%	≤26%	On track

Our Goals

Effective and efficient business management, we will be diligent with our resources

We will attract more residents, clients, funders and influencers

Our staff are key – we will be recognised as an Employer of Choice

We will embark on a growth strategy – seeking added services, property development & new business opportunities

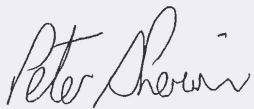
Note to the Summary Financial Statements for the year ended 30 June 2026

The summary financial statements for Presbyterian Support Central (the Incorporated Society) for the year ended 30 June 2026 on pages 21 to 27 have been extracted from the full financial reports. The full financial reports were adopted by the Board on 29 September 2026. The full financial statements were prepared in accordance with New Zealand generally accepted accounting practice ("NZ GAAP").

For the purposes of complying with NZ GAAP, the Incorporated Society is a public benefit entity and is eligible to apply Tier 1 Not For-Profit Public Benefit Entity International Public Sector Accounting Standards on the basis that it has total expenditure greater than \$30 million in the two preceding periods. These summary financial statements comply with PBE standards as they relate to summary financial statements.

The summary financial statements cannot be expected to provide as complete an understanding as provided by the full financial reports. A copy of the full financial reports has been made available on the Incorporated Society's website.

The auditor KPMG Wellington has examined the summary financial statements for consistency with the audited full financial statements. An unmodified audit opinion has been issued. These summary financial statements have been approved for issue by the Board.



Peter Sherwin
Chairperson

22 October 2026



Independent Auditor's Report

To the members of Presbyterian Support Central

Report on the summary financial report

Opinion

In our opinion, the accompanying summary financial report of Presbyterian Support Central on pages 21 to 28:

- i. have been correctly derived from the audited financial report for the year ended 30 June 2026; and
- ii. Are a fair summary of the financial report in accordance with Public Benefit Entity Financial Reporting Standard 43 ('PBE FRS 43') Summary Financial Statements (**PBE FRS 43 Summary Financial Statements**).

The accompanying summary financial report comprises:

- the summary statement of financial position as at 30 June 2026;
- the summary statements of comprehensive revenue and expense, changes in net assets/equity and cash flows for the year then ended; and
- the summary statement of service performance on pages 24 to 27.



Basis for opinion

We conducted our audit in accordance with International Standard on Auditing (New Zealand) 810 (Revised) Engagements to Report on Summary Financial Statements (**ISA (NZ) 810 (Revised)**).

We are independent of Presbyterian Support Central in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (Including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (**IESBA Code**), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our firm has provided other assurance services to Presbyterian Support Central. Subject to certain restrictions, partners and employees of our firm may also deal with Presbyterian Support Central on normal terms and conditions within the ordinary course of trading activities of the business of Presbyterian Support Central. These matters have not impaired our independence as auditor of Presbyterian Support Central.



Summary financial report

The summary financial report does not contain all the disclosures required for a full financial report under Public Benefit Entity International Public Sector Accounting Standards (PBE Standards). Reading the summary financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report of Presbyterian Support Central and the auditor's report thereon. The summary financial report and the audited

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financial report do not reflect the effects of events that occurred subsequent to the date of our audit report on the financial report.



Use of this independent auditor's report

This independent auditor's report is made solely to the members. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in the independent auditor's report and for no other purpose. To the fullest extent permitted by law, none of KPMG, any entities directly or indirectly controlled by KPMG, or any of their respective members or employees, accept or assume any responsibility and deny all liability to anyone other than the members for our audit work, this independent auditor's report, or any of the opinions we have formed.



Responsibilities of the Board for the summary financial report

The Board, on behalf of Presbyterian Support Central, are responsible for:

- the preparation and fair presentation of the summary financial report in accordance with PBE FRS 43 Summary Financial Statements¹ and
- implementing necessary internal control to enable the preparation of a summary financial report that is correctly derived from the audited financial report.



Auditor's responsibilities for the summary financial report

Our responsibility is to express an opinion on whether the summary financial report is a fair summary of the audited financial report based on our procedures, which were conducted in accordance with ISA (NZ) 810 (Revised).

We expressed an unmodified audit opinion on the financial report in our audit report dated 29 September 2026.

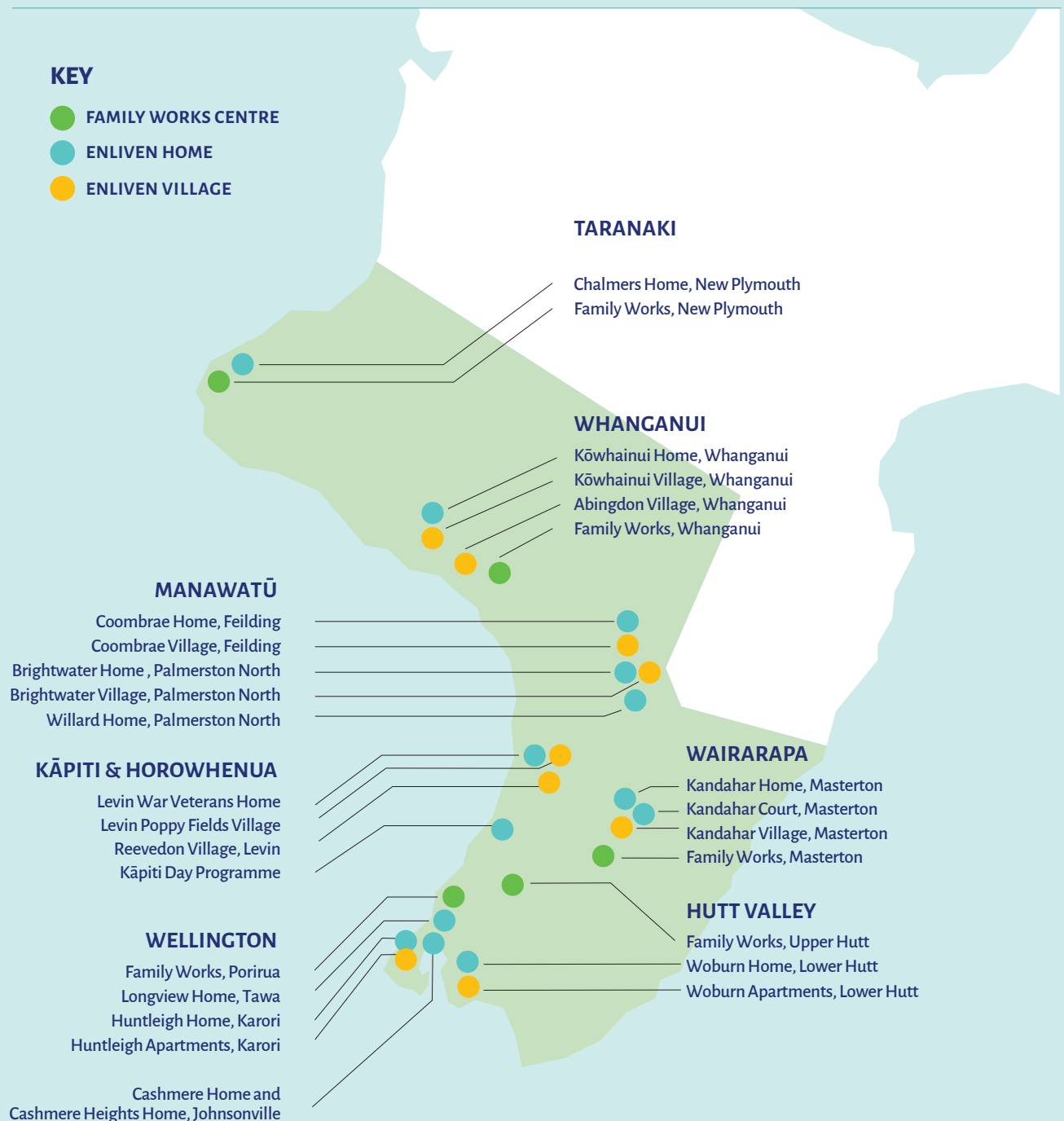
For and on behalf of:

KPMG

Wellington

22 October 2026

Presbyterian Support Central Sites







enliven



Presbyterian Support Central

1 Prosser Street, Elsdon,
Porirua 5022

PO Box 12706, Thorndon,
Wellington 6144

Phone: 04 439 4900

Email: info@psc.org.nz
www.psc.org.nz



enlivencentral.org.nz
0508 365 483



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