

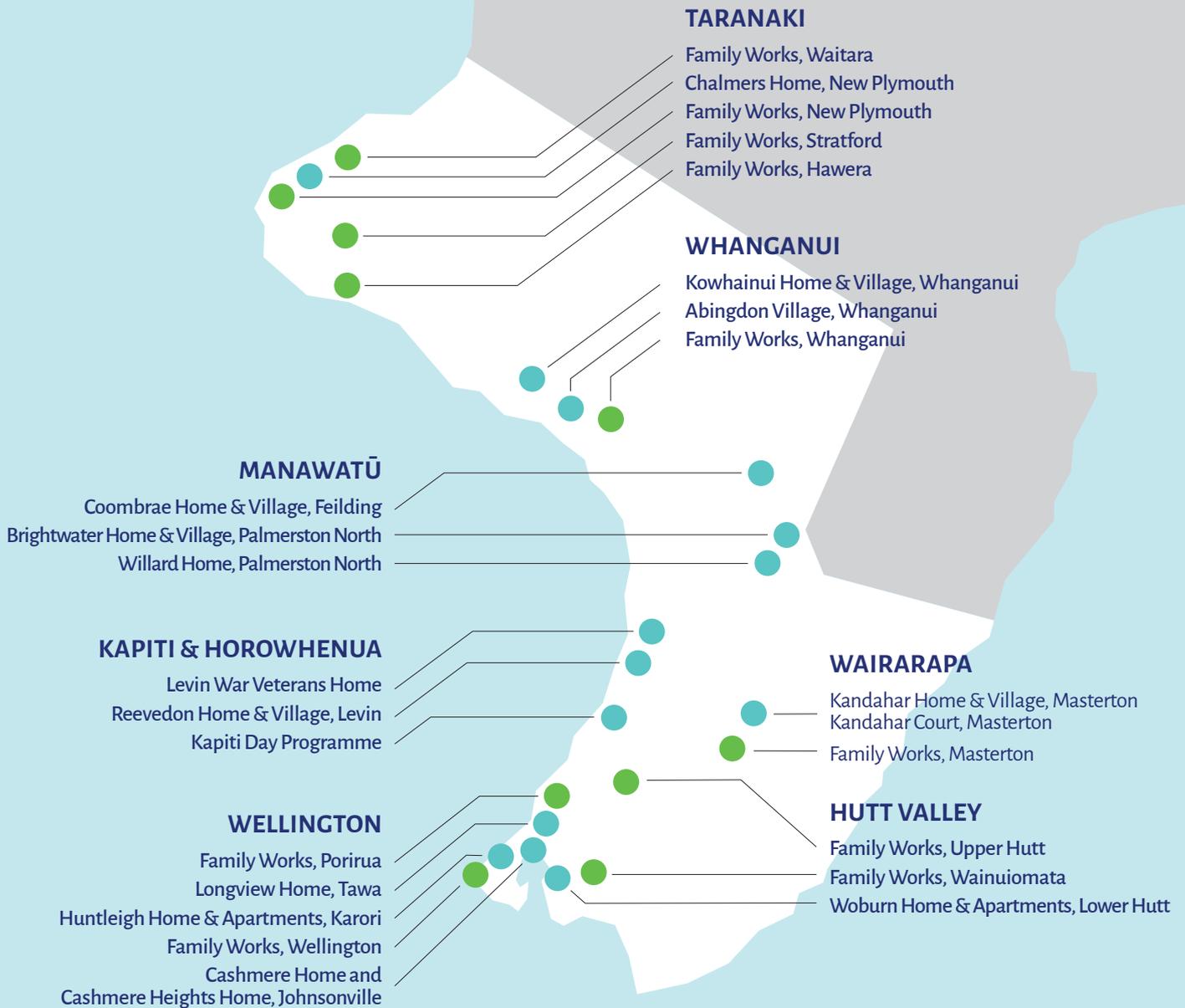
Presbyterian Support Central  
**Annual Report 2020/21**



# Presbyterian Support Central Sites

## KEY

-  FAMILY WORKS CENTRE
-  ENLIVEN HOME OR VILLAGE



# Chair Report



As another financial year draws to a close, I am still in disbelief at the impact Covid-19 continues to have on the world. Even though New Zealand has fared relatively well in comparison; our organisation has still faced significant challenges as a result. Despite these challenges the stories of joy, happiness and success still shine through. Every single person in our organisation should be proud of what they achieve every day.

An ongoing concern however is how our day-to-day business is being impacted by Covid-19. Border restrictions have halted the entry to New Zealand of experienced nurses and health care workers, and this is beginning to significantly impact our Enliven homes. This has meant we have had to look carefully at areas of investment in our business to make sure we get the best return for those in our care. I want to take this time to thank all our donors, sponsors, funders and suppliers who share our vision to deliver our quality services. Through all the challenges we face, your support and generosity throughout the year means a great deal – my sincere thanks to you all.

2020-2021 has been another year of change for PSC. Following interim CEO Pat Waite's retirement, we welcomed Muhammad Naseem (Joe) Asghar as the new PSC Chief Executive. Joe has had a rich and varied career working across health, government, voluntary and non-government sectors, with roles at the Royal Society of New Zealand, Diabetes New Zealand, ACC and Physiotherapy New Zealand. Joe comes with a wealth of knowledge and we are seeing the passion and energy that he brings to the role.

A warm welcome is also extended to Jonathan Gan (Jono) who filled the newly-created role of Chief Technology Officer. Jono will oversee the implementation of our ambitious IT strategy that has been approved, focusing on reducing risk and improving efficiency and effectiveness.

The continued focus of Joe, the Senior Leadership Team, our wider team and volunteers, is one of perseverance and determination. While our attention is on the successful delivery of our services and growing our offering, it's important that we also ensure a successful future for PSC. We are determined to maintain our clinical and care standards together with the highest standards of business practices and financial management. This will ensure a sustainable future for PSC.

Earlier this year I attended PSC's Quality and Innovation Awards. The standard and number of applications was truly inspiring. It really highlights some of the incredible initiatives going on throughout the organisation and the dedicated staff who deliver our services.

I also want to pay tribute to the two big winners of the night. The 'Garden to Plate' initiative from Cashmere Home and Cashmere Heights Home who took out the Supreme Award. This simple, yet powerful project speaks volumes to the success and purpose it has given residents. The Chief Executive's Award went to Family Works Upper Hutt manager Shelly Evans. Shelly illustrates true leadership and dedication daily and her ongoing dedication to her role and her team at Family Works Upper Hutt is truly inspiring.

Readers may be aware of Abuse in Care, a Royal Commission of Inquiry. We are committed to work with the Royal Commission and will take their recommendations on board. In the meantime, as an organisation, we have taken a good hard look at our internal processes and procedures to ensure we always operate to best practice standards.

Heading into our 113th year, we all look forward to another year of progress in both, supporting people in the community and the pursuit of our goals.

A special thanks to the whole PSC team for their commitment to and delivery of the services that make PSC a special place!

**Peter Sherwin**  
Chairman

# Chief Executive's Report



Tēnā koutou katoa. My first six months at Presbyterian Support Central have definitely been exciting. Moving to new offices in Porirua, a board strategy day and manoeuvring our way through two Covid-19 resurgences has kept me on my toes.

I would like to begin by acknowledging my predecessor and friend Pat Waite. He has and continues to make a significant contribution to PSC, Enliven and Family Works and for that I give him my sincere thanks.

One of my first priorities at PSC was getting out to our Enliven and Family Works sites. I was, and continue to be, humbled by the people and the work they do especially through all the challenges our organisation has faced this past year. During ever-changing environmental circumstances such as border closures and supply delays, our team of almost 1000 has performed above and beyond. The service delivered is still of the highest quality – evidenced by the feedback we receive from those who use our services and the external audits from our funders. Our Enliven and Family Works sites continue to pass these audits with flying colours and this directly reflects the professionalism and work of our teams.

Despite ongoing challenges, the teams across PSC continue to successfully deliver against an agenda of innovation and diversity. We have built an IT strategy and roadmap, developed and piloted a te reo/cultural competency programme, grown our online offerings through ShopEnliven ([www.ShopEnliven.org.nz](http://www.ShopEnliven.org.nz)) and developed and launched a new PSC website telling our story in a more contemporary way. All this alongside a large rebuild of our finance system to improve our effectiveness and efficiencies. Well done to everyone involved.

To meet the growing demand for retirement living, building new retirement villages refreshes our property portfolio and continues with the success of Kandahar Village in Masterton and securing building consent for a new village development in Levin. We are also seeking approval to become a social housing provider for the older generation.

All this work couldn't be done without the solid relationships and reputation we have with our friends and partners built over our 100+ year history. This year we reached out to iwi, churches, non-government organisations, local communities, sector partners and private businesses to find ways we can work together to support our communities and whānau. Looking forward I see opportunities for PSC to move from being one of New Zealand's best kept secrets to a household name synonymous with quality.

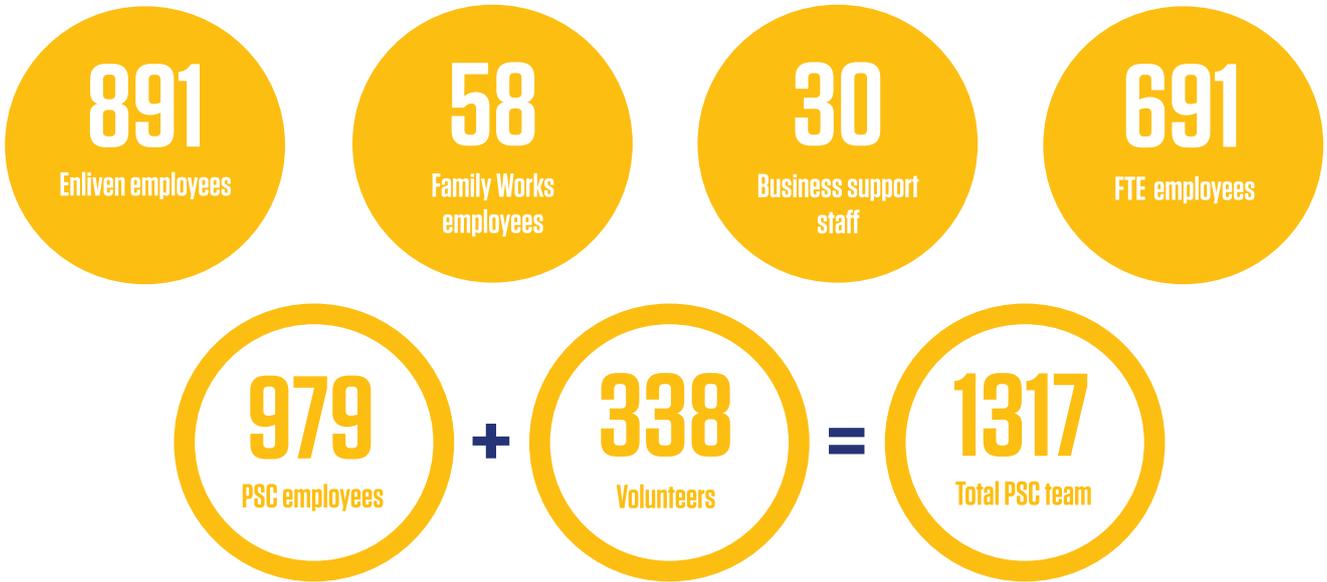
We have made progress this last year by investing in our people through leadership development activities and IT to keep our information, people and systems safe. The need for us to work together while continuing to grow and diversify in a sustainable way remains our focus. This will enable us to here for the people who need us, for another 113 years.

Ngā mihi



**Joe Asghar**  
Chief Executive

# PSC – Our People



## Presbyterian Support Central Board



Peter Sherwin  
Chair



Stuart Francis  
Deputy Chair



Marie Callander  
Board member



Debbie Chin  
Board member



So'o Leatigaga  
Board member



Nigel Willis  
Board member

## Senior Leadership Team



Muhammad Naseem  
(Joe) Asghar  
CEO



Steph Drabble  
CFO



Jonathan Gan  
CTO



Julia Hennessy  
General Manager  
Family Works



Nicola Turner  
General Manager  
Enliven



Anthony Taylor  
General Manager  
Property



Alisha Kennedy  
General Manager  
External Relations



Holly Bodiam  
People and  
Capability Director



## Enliven – a year in review



Our year started with a hiss and a bang as we came out of Level 4 lockdown. Elders who had struggled on their own at home moved into the Enliven homes in an unprecedented way.

As the admission rate settled, like everyone we started to see shortages as supply lines failed. The first crisis was disposable kitchen hats. It is interesting how creativity arises in the face of adversity, and due to some challenging work on the part of some young volunteers, 250 brightly coloured, washable cotton mob caps later we were back in business. The added benefit - we also reduced our waste!

In July, we went live with our online e-commerce site ShopEnliven. Enliven is very experienced at meeting the needs of the elders so we had fun identifying potential products to sell. Sourcing them, however, has been a different story, especially during a worldwide lockdown. Shipping costs are making some items unaffordable but it's clear there is a gap in the market for items made specifically for the older adult. While we can find functional products, they tend to be developed with the caregiver in mind, not the elder or end user. Blue plastic coffee mugs and trousers without bottoms do not sit well with our aim of offering practical but tasteful products. Nevertheless, we continue to keep looking and testing various products and are adding to our stock each month.

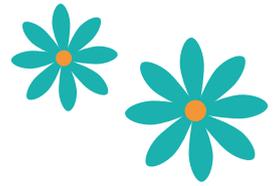
Last year we also launched our Oranga Kaumātua Wellness Map. In this workbook, the questions we pose to elders and their whānau integrates the four cornerstones of Māori health; spirit, mind, body, and family with the seven Eden Alternative Domains of Wellbeing; connectedness, autonomy, security, growth, meaning, identity, and joy. We are using this matrix to gain an understanding of what makes each Enliven elder tick - what makes them happy, what makes them sad and what we need to do to support each and every individual to maintain their overall wellbeing and their connection with their environment.

Upgrades to our older homes have continued, albeit a bit more slowly than we would have liked, due to supply issues. We are however enjoying the results of both the look and feel of the homes and the response of residents as we de-institutionalise by introducing domestic kitchens, self-service units, and refurbished dining rooms.

It's difficult to keep every member of the family happy with what's for dinner and introducing a new menu to our homes is no different. We now cater for more than 21 different ethnicities, most of whom are at an age where they have eaten traditional foods. The new fusion menu offering meals people have not previously eaten has caused concern in some homes and great excitement in others.

The coming year will bring us additional challenges as the ageing New Zealand workforce retires and the borders remain closed – but that just gives us more opportunity for creativity.

**Nicola Turner**  
**General Manager**  
**Enliven**



On any given day an average of



**Totalling 272,101 bed days**



# Family Works – a year in review



Kia Kotahi te waihoe I te waka, kia ū ki te uta.

Ka raka te matau, ka raka te mauī.

Only by rowing the canoe in unison will we reach our goal.  
Always be in tune and balanced, spiritually, physically,  
and emotionally.

As a values-based organisation this proverb really resonates with me. I experience it every day in the work we do within our communities. Fundamentally this all comes down to our amazing practitioners and staff within Family Works as we strive to deliver our quality services to the people and communities we serve.

This year we have seen some changes in our staffing and the Family Works team moving to Wellington, to be a part of a large community of non-government organisation services.

With the introduction of the 7AA legislation in the Oranga Tamariki Act, as an organisation we needed to provide more evidence to our government funders and communities to demonstrate the alignment of our services to meet the most vulnerable in our communities.

We appointed a Cultural Director, Jim Berry, who was the Family Works regional manager in Whanganui which provided an opportunity to realign our staffing. We were successful in recruiting a new manager in Whanganui and more recently, appointing an existing staff member to a new role as Wairarapa team manager. This is real evidence of the organisation supporting the workforce development and investing in our staff.

Each Family Works team provides services in their communities, some the same services, and some specifically linked to a particular community's needs.

For example, in the Wairarapa we were successful in gaining the Whānau Resilience contract from Ministry of Social Development. This is a new initiative facilitated within the community to enable them to find their own solution to local family violence.

We are also really pleased to report that we have renewed several contracts with government for the next two to three years in family mediation, family violence services and family support area.

In September we had the Ministry of Social Development 'super audit', throughout the organisation, and specifically for Family Works to assess our capability, safety and quality on delivering services. This was a great success, as no areas for development/improvement were identified.

The family mediation service continues to provide a much-needed service for families that are separating and provides an opportunity for parents/carers to make good parenting plans for their children, without having to go to Family Court. We had an amazing visit from Judge Andrew Becroft, Children's Commissioner, who was really pleased to learn more about Family Works 'child's voice' part of this process to encourage children to make their wishes heard in decisions that affect them.

I am looking forward to the year ahead of us - working with and supporting our communities to making positive and lasting change.

Ngā mihi



**Julia Hennessy**  
General Manager  
Family Works



**3986**

clients received professional services

**10**

Family Works centres between Taranaki and Wellington

**2466**

social work and counselling clients

**1520**

Family Dispute Resolution Service clients\*

**31**

Family mediators working with Family Dispute Resolution Service clients

\*Family Dispute Resolution Service clients from Taranaki to Southland



**673**

client surveys returned

**89%**

of clients felt better prepared for the future

**91%**

of clients learnt new skills/strategies

**89%**

of clients met their goals

**76%**

of clients reported improved relationships

# With thanks

On behalf of all the wonderful elders, incredible families, and amazing children we work with, we thank our generous supporters, who make it possible to help so many people in our community each and every day.

The need for our services doesn't decrease and can only be delivered because of the generosity of wonderful people, trusts, and organisations.



Thank you to all the philanthropic trusts, foundations and groups who have supported us this past year. Your generosity helps us ensure positive lasting change in our communities.

## Grants

- AR and TI Harper Charitable Trust
- Estate Of Helen Stewart Royle Charitable Trust
- Four Regions Trust
- Horowhenua District Council
- Hutt City Council
- Hutt Mana Charitable Trust
- Irene Baker Foy Trust
- Lottery COVID-19 Community Wellbeing Fund
- Margaret Watt Children's Trust
- MSD Community Capability and Resilience Fund
- MusicHelps
- Nikau Foundation
- Pelorus Trust
- Roy and Jan Mace Charitable Trust
- St Joans Charitable Trust
- The Trusts Community Foundation
- Tindall Foundation
- Tom and Ann Cunningham Trust
- Trust House Foundation
- Upper Hutt City Council
- Wellington Children's Foundation Incorporated
- Wellington Community Trust
- Whanganui Community Foundation
- Winton and Margaret Bear Trust

Bequests are an incredible way of helping secure our services for children, families and elders who need us. A very special thank you to these generous supporters who left a gift in their Will.

## Bequests

- Estate of Doreen Crawford
- Estate of George Henry Dear
- Estate of Robert Joseph Reeves

## Endowment funds

- Brechin Endowment
- Effie Taylor Endowment
- George Winder Estate
- Honore Endowment
- I & N Davis Charitable Trust
- L & R Snell Trust
- McFadzean Endowment
- McGruer and SSF Endowment
- Teaze Endowment
- Wotherspoon Endowment

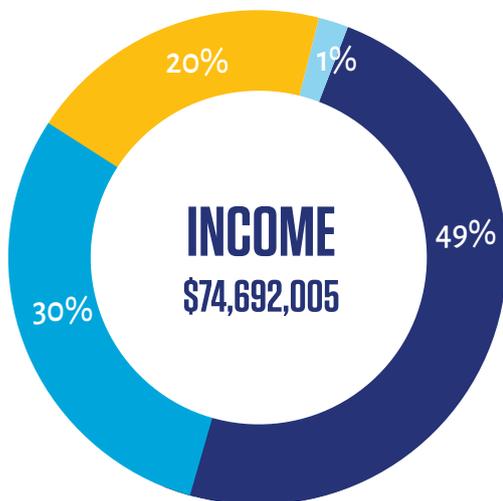
# Revenue and Expenditure

For year ended 30 June 2021

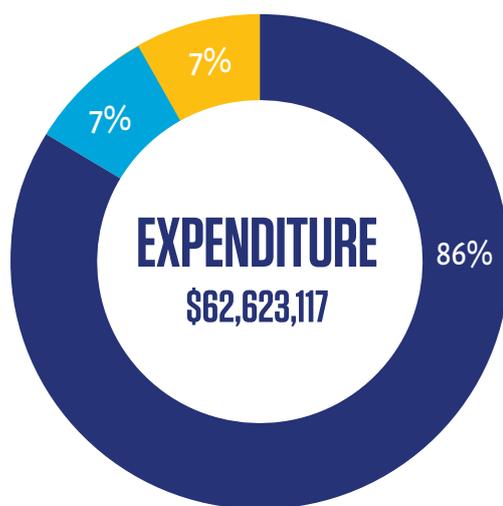
The two major operating segments of Enliven and Family Works continue to be constrained by limited improvements in government funding that do not fully compensate for increased operating costs. The operating results - while still in deficit - are showing improvement on the previous year's deficit, with initiatives in place to continue this trend back to operating surplus.

The financial assets of the business decreased from \$28.4 million in 2020 to \$24.6 million in 2021 due to the financing of development projects. Net assets are now recorded at \$141 million.

**Income:** \$74,692,005  
**Expenditure:** \$62,623,117  
**Surplus:** \$12,068,888



- Government – \$36,654,006
- Fee-For-Service/Private – \$22,196,291
- Fundraising – \$749,644
- Other – \$15,092,064



- ENLIVEN Services for Older People – \$53,687,158
- FAMILY WORKS Services for Children & Families – \$4,304,855
- OTHER – \$4,631,104

\*Figures are subject to the final audit sign off. For a full report of our audited accounts please visit our website [www.psc.org.nz](http://www.psc.org.nz)

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**Family Works Phone:** 0800 FAMWORKS

**Email:** [info@psc.org.nz](mailto:info@psc.org.nz)

**[www.psc.org.nz](http://www.psc.org.nz)**

