



Presbyterian Support

Presbyterian Support New Zealand & Family Works New Zealand Trust



Annual Report 2021 – 2022



Foreword from the Chair

We continue to face the challenges of pandemic, disruptions in global supplies and staff shortages, while the rising costs of living mean heightened complexity of need for our clients. As Chair in these hard times, it's important to me we stay focused on lifting our game where we can.



National Council Chair, Andrew Johnston

The longer Covid-19 continues, the more staff shortages we face across all our service and regional office teams. All regions were stretched finding workers and volunteers to replace team members sick or in isolation. At national office there was collaboration with our peak body organisations on advocating to government pay equity for our workforces and measures to fast-track Aged Care nurses and other essential workers into New Zealand from overseas.

While we face ongoing operational issues, we note the heightened complexity of need among those we serve due to the rising costs of living and the ongoing housing crisis in New Zealand. So we've developed a national position on Housing, with a second position on poverty and third position on mental health in development. Holding these positions will ensure that all Presbyterian Support's leaders across New Zealand have consistency of voice advocating for social justice alongside our clients.

I am proud that during these challenging times we have pressed on with our Tiriti o Waitangi journey. In April at our annual Day in Town event we not only met with Ministers Kelvin Davis and Carmel Sepuloni, but also held two days governance training for national council members on Te Tiriti o Waitangi. I believe the group's learning was proven effective immediately, as we embraced new protocols of engagement with our government leaders. I am pleased to also see so many regions continuing at local level with professional development measures lifting their staff's cultural competence.

It's important to keep impressing upon our leaders that Presbyterian Support continues to be one of New Zealand's largest and longest-standing community based social service organisations. Through direct correspondence and meetings with our leaders, collaboration with our stakeholders, submissions and hearings before parliamentary select committee, we continued to look for ways to support and inform our policy makers throughout the year. We continue to closely monitor progress on the pay equity claims for social workers, nurses and caregivers, because their settlements will impact workforces at our Enliven homes and Family Works Centres. Four of our seven regions provide Aged Residential Care through funding partnerships with the Ministry of Health.

The population of older people needing higher levels of care and services will grow rapidly over the next 20 years. We fear government's current funding levels and the lapse in pay parity among nursing workforces jeopardises affordable access to Aged Care in the future. We continue to call for significantly higher investment in Aged Care and pay parity for our Aged Care nurses.

Our Family Works services to children, young people and their whānau, had to meet and overcome significant challenges over the year serving an increasing number with trauma, physical and mental distress, parenting and/or living in chaotic situations. We discussed this at length with Minister for Social Development Carmel Sepuloni at our annual Day in Town, and our NEO Dr Prudence Stone continued correspondence with the Minister, on the matter of improving government's service culture to clients. Prudence has also collaborated with NZCCSS to consult Inland Revenue, MBIE, WINZ and MHUD teams on various policy measures underway by government to tackle poverty.

We also provide family violence-related support and this work is not funded by government but relies on donations. Our Northern region delivers the national services Shine and Lifeline. Shine provides support to thousands of adults and children who have experienced family violence. Lifeline is a national phone line for people in crisis or with suicidal ideation.

Times are tough right now but we must resist the urge to simply hunker down with what we know and 'stick to our knitting'. We must keep developing, learning and improving and anticipating the demands of the future. I am proud to see our Federation rising to the challenges of the year with determination and leadership.

A huge thank you to all of you who donate, volunteer or worked for us over the year. Together, we continue to make a positive difference for so many vulnerable New Zealanders.

Andrew Johnston
Chair Presbyterian
Support New Zealand

Our mission

To foster well being through advocacy and services that empower whānau and communities to become self-determining.

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Hard questions put to Ministers for Children and Social Development

Each year Presbyterian Support New Zealand's National Council, Chief Executives and Te Manukura o Te Roopū Pā Harakeke come together for their annual Day in Town in Wellington. The theme of Day in Town 2022 was "The rising need and rising complexity of need" with a focus on our Family Works services and programmes. Minister of Social Development Carmel Sepuloni, Minister for Children Kelvin Davis and Chair of Oranga Tamariki's Ministerial Advisory Board Matthew Tukaki all came for meetings.

Mr Tukaki's presentation guided the Council's strategic thinking on the importance of whanaungatanga with kaupapa Māori services, to network better in the interests of tangata whenua. As Dr Sanja Majstorovic, CEO for Presbyterian Support East Coast put it, Mr Tukaki's "good knowledge of the process, technicalities and timelines helped show (us) a faith and vision of the kaupapa despite obstacles."

Minister Davis acknowledged the constraints among agencies in sharing information about whānau's engagement with multiple services. His eyes were opened to Family Works' positioning, holding so many local service contracts across government, serving vulnerable tamariki, young people, older people and whānau across Aotearoa.

Going forward attendees realised more Leaders' eyes need to be opened to the cultural, social and economic dividends that Come from preventing state intervention and supporting children's and young people's resilience and social development in their community.

Councillors realised we have work to do as a stakeholder partner for Oranga Tamariki, to support and inform a whole of government approach to prevention. Minister Sepuloni's enthusiasm for MSD's mahi implementing the recommendations of the Welfare Expert Advisory Group was appreciated but tempered by attendees. As a national provider sharing many of the same clients to WINZ and other govt service agencies, attendees were eager to show the Minister our unique capabilities in delivering mana-enhancing services. The Minister asked for more 'granular evidence' and so PSUSI's recent report "The Client Voice" was also shared with her.



Family Works Services

Safe Children. Strong families. Connected communities.

In over 50 centres across Aotearoa our Family Works teams provide a range of social services for children, young people and their families. There are challenges in many people's lives which they're not able to overcome on their own. Through social work support and coordination, counselling and therapy and all kinds of programmes, services and advocacy, we support people to make positive changes in their lives.

In every region our Family Works teams saw greater need and higher complexity of need among our clients. Increased financial pressures due to the higher cost of living left more people facing material hardship. When asked what the top challenges were for their clients, all regional Family Works managers noted the stress and anxiety impacting their clients' mental health. Two regions saw parenting challenges increase while three regions noted an increase in family violence and its impact on tamariki and rangatahi. One Manager noted an increase in abuse and neglect and two also noted that housing availability and sustainability was increasing as a serious challenge.

There are just 499 staff and 331 volunteers nationwide working for Family Works, but this workforce makes a positive difference for thousands more New Zealanders. Our youth programmes reached 3628 rangatahi – about the same as last year – but a further 2226 (mostly young) parents accessed our parent support programmes, which is more than 700 more parents than we helped the year before. Our group learning programmes – like “Incredible Years” and “Tuning into Kids” for example – increased in outreach too; we helped 5100 clients this year compared to 4678 the year before.

We also provided Financial Capability services to 2057 clients, and Family Dispute Resolution services to 1116 clients. Well over 10,000 clients met with our qualified social workers or counsellors, a huge increase from numbers the year before.

We believe our theory of change and best practice models, as well as our efforts to build cultural competency across our staff, leave us highly trusted by all communities. In every region the proportion of Māori clients we serve is higher than the region's population average, and in most regions that goes for Pacific clients too. Depending on the region our clients are anywhere from 17.2% to 61% Māori and 2.5% to 6.3% Pacifica, compared to 35% to 75% non-Māori Pacific.

“I went from being in a very dark place with no light at the end of the tunnel, I now feel stronger, more like old self and empowered.”

— Otago, Adult

“It really helped me be a more caring father, gave me direction to help improve my relationship with my 2 daughters.”

— Southland, Adult

“Having someone to trust and go to if I needed help or to talk to anyone.; the worker is the kindest, caring, warmest person we have met. We are so grateful for her.”

— South Canterbury, Adult & Child

“Cultural, empathy and respect for Māori Tikanga. The mana of my culture was upheld and respected. This is a very valuable service and I'm so glad I have finally found your supportive network.”

— South Canterbury, Adult

“I loved the balloon game and all the learning. All of the things we did were so much fun. My favourite was “The Power of Yet.” The coordinators were amazing. Keep on doing good. I had a great time.”

— Otago, Child

“I learned how to get along with people.”

— Southland, Child

Enliven Services

Caring, enabling, supporting.

The challenges the not-for-profit Aged Care sector faces were fierce enough without Covid 19 keeping us ever vigilant all year about vaccinated staff and mask-wearing. To Enliven's 3008 very dedicated staff and 725 incredibly generous volunteers we couldn't be more grateful. This has been a tough year and all have worked extremely hard – often extra shifts to cover the vacancies of others – so that 10,699 older people and/or people with disabilities remained safe and connected in our care.

After introducing vaccine mandates for all staff to protect all the vulnerable people we served, and increasing health and safety protocols as per NZ Health guidelines (e.g. wearing masks indoors, regular hand sanitising/washing, regular cleaning/sanitising of sites and vehicles, temperature checks etc.) the real challenge was in keeping these going, for the duration of the outbreak in Aotearoa, in the face of ongoing set-backs.

Letting go those who wouldn't vaccinate was hard but necessary and left us in a few places with high numbers of vacancies, some for Registered Nurses, when they are especially hard to come by in Aged Care. The lack of pay parity for nurses in New Zealand impacts our sector heavily; we find it hard to compete with DHB and for-profit recruiters in the market. The reduced pool of workforce created by the government's halt on flights in and out of New Zealand impacted us even further and so we advocated heavily throughout the year for government to prioritise our workforces through immigration levers and nurse training and funding.

The conditions of lockdown and orange light settings also had a significant impact on our community support services. In Southland for example, where it's called SupportLink, the anxiety around exposure to the virus prevented usual weekly contacts, outings and other social activities. Many of our older volunteers reassessed their work for us due to a desire to reduce their own Covid risk exposure, and keep contacts limited to their family bubbles. Many moved away from volunteering to find work as household incomes and economies shifted during the pandemic. SupportLink saw a dramatic reduction in service, not because the need for community support services reduced; indeed we fear they may have increased significantly since Covid's outbreak. Our focus now is on rebuilding and reengaging with clients, volunteers and referral agencies.

For the regions with retirement villages and aged residential care, one of the biggest challenges was meeting the socialization needs of our residents during the lockdowns (and managing the visiting restrictions with their whānau). Staff had to become very flexible; in one Otago home the Activity Co-ordinator took on running all the church services, and in an Otago rest home they ran housie in the corridor, with each resident sitting in their doorway. Staff encouraged and assisted residents to make contact with family and friends via video calls and managed a huge increase in phone calls coming in for residents. Many of our volunteers and even staff from Family Works volunteered to spend time talking with residents isolated in their rooms, helping them with meals, and doing other tasks to help.



29 aged residential care homes
1774 care beds



17 retirement villages
392 independent retirement living units



580,004 hours were given to Enliven services by volunteers



4261 in-home support clients



648 respite care clients



1483 day program attendees



Enliven day programme members enjoy a visit from some local farm animals.

Engaging with Te Tiriti o Waitangi

**Tēnā koutou e te ihi, Tēnā koutou e te wehi, Tēnā koutou e te wana,
Tēnā koutou e te mana, Tēnā koutou e te tapu**

(Greetings to you the special, the awesome, the enlightened, the authority, the sacred)

Nau mai, haere mai, takahi mai ki runga i te kaupapa.

(Welcome and enter forth into the concept.)

**Tukuna mai kia ngaungau ō taringa, tukuna mai kia
kōmiromiro ō whatu**

(Lend me your undivided attention, let your gaze be focussed.)

E te whiringa manu, e tau, e tau, e tau.

(Oh, my flock of visitors, land, land, settle.)



In each region we enjoyed celebrating Matariki together over Kai and other festive activities.

As a Federation we aspire to reflect the bi-cultural and diverse nation we serve. Our dedicated and caring team members come from a wide variety of backgrounds, cultures and experiences. At all levels of our organisation we seek leaders who share a passion for supporting people to live well and enjoy life and a belief that every person deserves respect, compassion and dignity regardless of age, background or belief.

PSNZ supports the cultural development journey of each region by bringing together all regional Cultural Advisors to form a national advisory group, Te Roopū Pā Harakeke. Together this group developed PSNZ's Māori Engagement Policy, Te Pātikitiki o Kōtahitanga in 2017, and advise the Federation on all national matters that concern tangata whenua. Te Manukura (Chair) o Te Roopū sits on the National Executive Group.

Te Roopū Pā Harakeke's membership was impacted over the course of the year, as we farewelled the representatives of Southland, Otago and Northern regions but continue to search for new leaders to take their place. Despite this Te Roopū successfully reviewed and updated Pātikitiki o Kōtahitanga and delivered Tiriti o Waitangi Governance training to the National Council and Executive Group. Te Roopū were also involved in PSNZ's review of its constitution, to ensure we uphold Tiriti values and have fair Māori representation within our governance. Nga Rerenga Tiriti (our Treaty journeys) are diverse to accommodate the whakapapa of each region and whanaungatanga with local tangata whenua.

In the last year PSUSI introduced Te Rauemi Atawhai (a cultural competency framework), to ensure mana whenua are recognised and partnerships developed with local iwi, marae and Māori providers. A roopū of Māori staff was established to help develop Te Rauemi Atawhai and bring the Board's aspirational values to life. Staff achieve cultural accreditation by undergoing a cultural assessment with the PSUSI Kaiārahi and upon completion, they each receive a taonga (pounamu) in recognition of this achievement.

The journey of Te Huarahi Ki Te Whakamanatanga (The Pathway to Cultural Accreditation) includes a number of learnings and activities for staff such as, learning and speaking their pepeha, saying karakia, singing waiata, attending a workshop at a local marae, and gaining a deeper understanding of tikanga and our responsibilities under Te Tiriti o Waitangi. More than 20 staff completed their assessment in the 2021-22 year, including PSUSI CEO, Barry Helem, and the Senior Leadership Team.

In other regions cultural competency modules have been or are in development, to be part of their Learning Management System. The learning modules aim to provide the foundation for staff to gain a basic understanding on the following topics: Te Ao Maori worldview, a traditional account of Creation, Matauranga Māori or Māori knowledge, Te Tiriti o Waitangi and applying Maori values in our lives and in our workplaces.

The modules provide staff with resources and education to build cultural knowledge, skills and competencies to engage, interact and respond in an appropriate manner with clients and communities. Developing cultural competency is expected to provide benefits for clients and communities across multiple cultural dimensions which may include Indigenous status, age or generation, gender, sexual orientation, socioeconomic status, ethnicity, religious or spiritual belief and disability. In Aotearoa/New Zealand, cultural safety is of particular importance in the attainment of equitable outcomes for Māori.

Staff who have undertaken their assessments or modules have all confirmed that their improved knowledge of tikanga Māori and Te Tiriti o Waitangi has been extremely rewarding, both personally and professionally. Many stated that it has helped them gain a new understanding and appreciation for local Māori history and the confidence to deepen their relationships with Māori clients, local iwi and other Māori organisations.

Staff were encouraged to share kai in celebration of Matariki (e.g. morning tea, afternoon tea, lunch) at their sites and to celebrate this event at home with whānau and friends. On the East Coast we made stars to celebrate Matariki together with our clients.

PS Otago's waiata group went out to sing several waiata including the Matariki waiata to our Stepping Stones Programme. We then had a Stepping Stones Community Matariki dinner celebration and made Matariki star shaped muffins to enjoy.



At Octacan in June, PS Otago's annual fundraiser for their Family Works Foodbank. The team organised the cans donated into the 7 Matariki stars and the Family Works Team started Octacan this year by singing the Matariki waiata. The team received 16,671 cans and a further \$6,223 in cash and vouchers to support their regional foodbank.



Senior Leadership Team having passed their Cultural Competency Assessment and received their pounamu.



PSUSI staff at Tuahiwi Marae for their Cultural Competency workshop

Strengthening Communities

Takihua Takimano - Making a difference together



Every region tries to think of ways to support households in poverty, including through foodbanks and community drives for food donations.

Working through a pandemic we saw heightened conditions of isolation, housing crisis and income insecurity for thousands of families. As the year progressed we did what we could to alleviate these conditions for vulnerable people in our communities, raising funds to distribute more than 7500 food parcels and ensuring we made check-in phone calls and home visits.

We developed bespoke financial supports such as buying household's heaters, children's pyjamas, electric blankets, hotties and babies' nappies and milk formula. In the upper South Island alone we gave \$7750 in petrol vouchers for families in transport poverty. In every region we coordinated support with other community services. Some of our staff even volunteered to cover gaps for neighbouring services.

Ensuring individuals experiencing hardship stay connected with enough to get by is an approach that's often called 'the ambulance at the bottom of the cliff' and while Presbyterian Support works hard in this space, we do so much more to build resilience in the community.

First ever Refugee Settlement Service provider in Timaru

Presbyterian Support South Canterbury became the first ever Refugee Settlement Service provider in Timaru in early 2020. This resulted from the Quota Refugee programme being expanded from 750 to 1500 annual places, which prompted the Government to expand to 6 new settlement locations across New Zealand. PSSC were initially contracted for a period of 2.5 years, which aligned with other national contracts. During this time we successfully demonstrated our ability to deliver Refugee Settlement support to newly arrived Middle Eastern refugees. We capitalised on the many community connections and relationships already in place to create a community network of support, ranging from donations of household items; volunteers to work directly with families; storage facility provided for free; and community groups taking on responsibility for setting up homes, donating gift vouchers, providing cleaning supplies, delivering fire wood, and funding swimming lessons for children. Our standing in the community provided a solid base of trust allowing further engagement with local council, service groups, and the community at wide. We had to recruit staff with the appropriate language skills and cultural awareness to adequately support our clients.



Taken on 5 July 2022 at Timaru Airport. The welcome committee for a former refugee Syrian family arrival.

Our work and dedication was recognised during the next tender process in 2022 when we secured the contract for a further period of 6 years (with the option of an additional 3 years). We are committed to the ongoing growth and development of Refugee Settlement Services in South Canterbury.



We proudly continue to be The Tindall Foundation Local Donation Manager and encourage applications from our regional organisations and Presbyteries who have listened to their communities and wish to partner with them to undertake local projects. It is a privilege to read the reports of these initiatives at the end of the year and learn of the difference these funds have made to strengthen communities across New Zealand. Thanks to the Tindall Foundation we issued \$186,850 to 15 initiatives in communities spanning Aotearoa.



Communities Feeding Communities Initiative

A place of belonging to nurture and value the strengths of the Roskill South community Spirituality – Food Security – Reciprocity – Creativity – Sense of Belonging Presbyterian Support Northern's Communities Feeding Communities Initiative, formed in partnership with Northern Presbytery at 1207 Dominion Road, Mt Roskill, is going from strength-to-strength. Its vision is to improve food security by bringing together various community groups and organisations. Local primary schools, kindergartens, the Police, Saint Kentigern Schools Weekend Warriors, other churches and community organisations all play an important part in helping the local community achieve food security. While Communities Feeding Communities still provides emergency food parcels from its Kai Space, its main focus is on stocking a pātaka kai (community pantry) with non-perishable and fresh food. Other areas still under development include allotment gardens, a micro food forest, a community garden and a nature play area. As well as food, the initiative creates opportunities for people to volunteer and feel a sense of belonging.

Presbyterian Support Northern opens its new community-led initiative Communities Feeding Communities at 1207 Dominion Rd, Mt Roskill.



Presbyterian Support staff teams celebrating Pink Shirt Awareness Day – Kōrero Mai, Kōrero Atu, Mauri Tū, Mauri Ora/Speak up, Stand together, Stop bullying.



Presbyterian Support staff celebrating the gifts donated by Rangī Ruru Girls' school for Family Works clients, via PSUSI's Christmas Giving project.

Why we hold a position on Housing

At the beginning of Winter 2021, Presbyterian Support front-line practitioner *Louise thought *Mark's unit was one of the most damp and freezing cold homes she had ever come across. It was obviously uninsulated, the heating consisted of small heaters.

It was instantly obvious to Louise that before anything else, Mark's housing situation would need to be rectified. For front-line practitioners like Louise, the role is to help people reach their true potential, whatever that may be. Every day, Enliven and Family Works staff and volunteers work with people in their community that find themselves marginalised for one reason or another by society.

Mark was referred to our service from the local DHB community team. Their initial referral was around 'helping Mark make some better decisions around his health outcomes' and 'increase his socialisation'. Louise could see that such goals and aspirations were being side-lined by the cost of heating a cold home and that home's poor health impacts.

To us, the housing crisis in Aotearoa is a policy gap of seismic proportions for individuals and whānau to fall through, because having a home is essential to wellbeing, but acquiring and keeping a home is financially beyond many New Zealanders' means and there are not enough suitable homes to safely house our population. No amount of practitioner training and experience equips a front-line practitioner to remove those gaps; we can only provide support to each individual and whānau, when they inevitably fall through them, into the margins.

Louise escalated Mark's housing issues through medical grounds. She began arguing Mark's poor respiratory health was being exacerbated by his damp, cold and mouldy home. Thanks to Louise's advocacy the housing provider was pressured to accelerate work and bring Mark's unit up to healthy home standards ahead of schedule.

At Presbyterian Support, helping individuals, families and whānau overcome housing crisis is a constant part of our work. No case is the same from individual to individual or whānau to whānau, but the sheer frequency of so many cases stem from a systemic failure, rather than each of these individuals' own mistakes or poor decision-making.

While Mark struggled with his health, Louise maintained her focus on getting his social housing unit up to healthy homes specification. It took pestering and persistence, correspondence, phone calls and emails, culminating in the Healthy Home's contractors assessing Mark's home with a date to start, and completion of work, by the middle of October. The winter of 2021 would be Mark's last cold, wet and damp winter inside his own home.

"It was totally inadequate for Mark's needs and quite frankly the home was a health hazard."

While New Zealand's government fails to correct the systemic issues driving housing shortage, Presbyterian Support staff and volunteers walk with their neighbours experiencing hardship and stress, to find solutions like these to each their own unique housing crisis. Mark's story was 5 months in the making – Louise paying careful attention, thinking creatively and deploying advocacy at every step of the way to serve her client's wellbeing and achieve a solution he wanted. Ironically, what Louise worked so hard to help Mark achieve was only his most basic human right, a warm and safe home.

Housing crisis in Aotearoa is affecting thousands of New Zealanders. It is not a failure of any one individual or whānau. It is not a failure of any one practitioner or organisation. We are living and working within a system of legislation and policy that fails to prioritise us, both the community sector and more importantly, the vulnerable populations we serve. That's why we developed our own position on Housing. We've used it already to submit on the Ministry of Housing and Urban Development's Position on Housing, then its public consultation on developing its Long-Term Insights Briefing: Ageing population and housing.

Specifically, Presbyterian Support NZ advocates:

- Government to adopt an industrial-scale state house building programme, that addresses the growing number of low income whānau who are priced out of the housing market.
- Housing support assistance be updated immediately to ensure lower income households are able to afford their essential housing costs.
- The policy settings addressed for the growing number of older people who are unable to afford housing options.
- Ensure households with complex social needs are prioritised on the housing register.
- Partnering with Māori and other communities and have a multi-disciplinary approach to determine what is needed from the built environment to achieve hauora - holistic wellbeing.
- Government to prioritise access for Māori and Pasifika families in their provision of a range of homeownership opportunities and remove barriers from access for all lower income households currently squeezed out of the market.
- Government acknowledging and partnering with community providers and sharing the housing development investment with us alongside Kainga Ora and the private sector.
- Government to commit to a balanced tenure policy of social housing, secure renting, and affordable homeownership options in all new housing developments.

Facing all challenges together

Presbyterian Support's Federation model ensures that the majority of resources go directly to our health and social services. Each region works hard to secure the funds for their regional services, then pays a levy to the national body to maintain our collaborative model of national policy development, as well as service and advisory group collaboration.

PSNZ supports regional Family Works services and Enliven services by regularly bringing together all seven regional General Managers of each service arm to discuss strategy, challenges and emerging issues. The Family Works Managers Group collaborated this year on updating the Family Works Casework Manual for its workforce. Both groups share knowledge and resources that support national position development and advocacy. PSNZ also supports regional Finance and Administration, Communications, Fundraising and Marketing, and Human Resourcing by regularly bringing together seven regional representatives from each portfolio to form more national Service Groups.

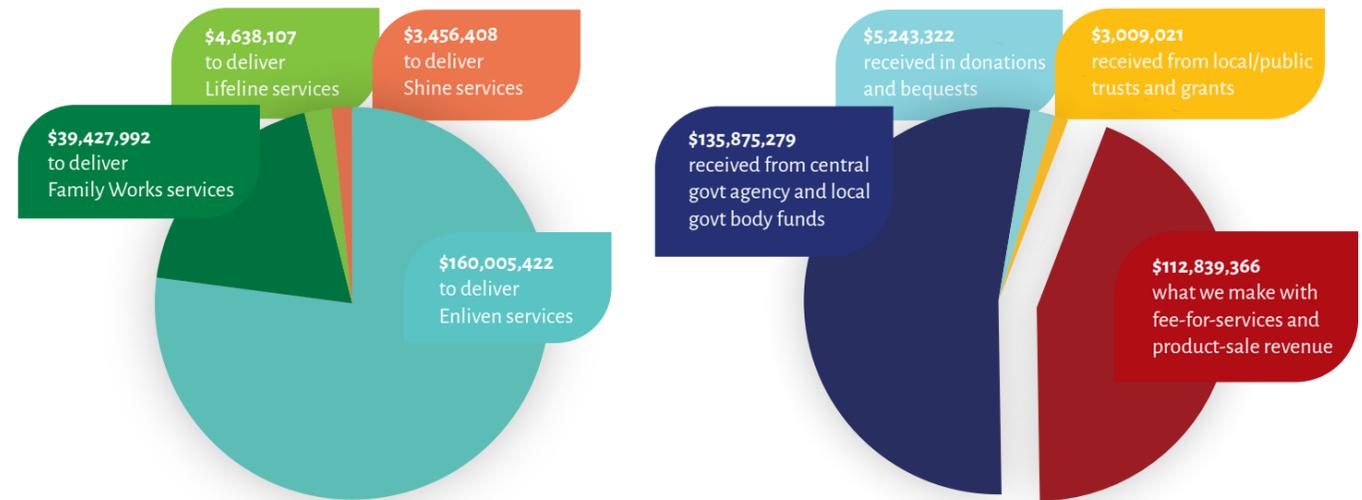
We then launched a new remuneration framework which included highlighting additional employment benefits such as Birthday leave, Family leave, Long service leave, flexible working policy, and a cultural competency strategy. Promoting these benefits, alongside our values and excellent work environment, helped overcome the staff shortage challenge.

Staff shortages put extreme levels of strain on management, and fatigue among teams like many wouldn't have felt before. To support employee wellbeing in Otago through these challenging times, we implemented a new Employee Assistance Programme through Benestar, which offers a great range of services and accessibility including self-help resources on their website. We also ran resilience training sessions on-line through Jane Davis from the Flourishing Institute, and these videos remain available to all staff and volunteers. For the regions providing Aged Residential Care, the biggest challenge was recruiting and retaining registered nurses. In Southland we tried a variety of initiatives, but none have proven highly successful. We offered a bonus for a referral that resulted in successful recruitment and we provided visa support to winning migrant applicants, becoming an accredited employer for work visas. We increased advertising and gave financial support to staff through CAPS training. We even provided staff accommodation on sites, but the challenge to recruit in rural regions like in Southland remains.

Covering every shift with enough staff in healthcare and social services like ours is imperative, and became a worrisome challenge when so many were off due to Covid. Co-staff showed Queen-like devotion working extra shifts and long hours to cover all the work of sick or isolating peers. In at least one of our homes, we hear Family Works staff stepped forward to help with Enliven tasks such as delivering meals to cottages.

This year, the Communications, Marketing and Fundraising service group collaborated on implementing a national Bequest policy and promotional campaign.

COVID-19, the vaccination mandate and border closures left us struggling to fill vacancies throughout the year. Recruitment of experienced staff was our most significant challenge everywhere and called for innovative and creative thinking. In the upper South Island, we engaged Strategic Pay consultants to review and benchmark our pay framework to ensure we were compatible with the social services non-profit sector.



In total, we spent **\$207,527,929** to deliver our services

We only received **\$144,027,622** from donors and funders

*To protect this client's identity, Mark and Louise are not the real names of the people in this story. Photos used in this story are stock photos owned by Presbyterian Support and do not identify the people in this story.

Our service locations across Aotearoa

Together the seven Presbyterian Support regional organisations provide Family Works & Enliven services nationwide.

Key

- Family Works
- Enliven
- Shine
- Lifeline



Presbyterian Support Northern also holds the national Lifeline service. Over the last year with just 33 staff and 62 volunteers, Lifeline served 30,220 unique users, sending/receiving 119,000 calls and over 315,000 texts across Aotearoa.

Shine is also part of Presbyterian Support Northern, with around 25 staff who served 1041 adults and children in the Auckland region who had experienced family violence. In addition, Shine has a national training team of 9, who work with businesses and other organisations on preventing and eliminating family violence.