



Presbyterian Support
Northern

Strategic Plan
2021 – 2023



What drives us

We're passionate about our purpose: to be there for whānau and communities when they need us. And we have an ambitious goal to: together, transform generations.

Kei reira a PSN mō te whānau me ngā hapori ina hiahia rātou ki a mātou. Ka taea e tātou te panoni i ngā whakatupuranga.

Who we are

Ko wai mātou

Presbyterian Support Northern (PSN) has been around since 1884, when Duncan Macpherson became the first Presbyterian City Missioner of Auckland. His ministry focussed on the social problems of that era: unemployment, alcoholism, domestic violence and poverty. Over time, our organisation has evolved to address the problems of its times with a strong emphasis on a faith-based mission of compassion, partnering and practical support.

We are now a large charitable service provider with over 1000 staff in 25 sites, working with communities across the upper North Island, from Taupō to Whangārei, and in some cases, nationally. We are part of a New Zealand-wide network of Presbyterian Support organisations.

We are funded by a combination of government contracts, charitable giving and social enterprise.

Who we serve

Mā wai ā mātou mahi

When whānau and communities need us, we're there to support them. Our doors are always open to anyone whose life has been impacted by harm, distress, loneliness or instability. We focus our social services in the areas of family violence, school-based interventions, and we provide tele-counselling for mental and emotional wellbeing and to prevent suicide. Our health & disability services support those who are ageing or with a health & disability issue.

What sets us apart

He aha e rerekē nei mātou

We provide clients with a unique combination of social services, through our well-regarded brands of Shine, Family Works and Lifeline; and we have a long history of supporting those ageing or with a health & disability issue to live their best lives through our Enliven service.

As a faith-based organisation with a proud heritage, we have a strong sense of 'social mission' and facilitate innovative, community-led initiatives at the grass-roots. To do this, we partner with churches, schools and other providers.

We also work with corporate organisations to mobilise real change in their communities and with their staff and customers.

“With my eyes wide open, I seek to do good.”

Duncan Macpherson, Auckland's first Presbyterian City Missioner

Our Vision:

A better life for everyone.

Tangata ora o te whānau.

Our Mission:

To enable positive change in our communities by:

- providing high-quality services that achieve results
- working effectively with others
- actively supporting community initiatives.

Our Purpose:

To be there for whānau and communities when they need us.

By providing social services, in the areas of family violence, school-based interventions, and mental wellbeing and suicide prevention; and by providing health & disability services for those ageing or with disabilities.

Our goal is: together, transforming generations.

Our Values: At the heart of our work, we act with:



compassion

*Mā te huruhuru ka rere te manu
Feathers allow a bird to fly*

We act with compassion and respect

Drawing upon our heritage, PSN staff care for one another and for those in need throughout our communities. All staff recognise the strengths of others, are compassionate, genuine, honest and honour commitments.



hope

*Whakapono i a koe anō
Believe in yourself*

We give hope by advocating for a better life

All in Aotearoa having the opportunity to fulfil their potential is fundamental to PSN. We advocate for those in need, striving to ensure that they have access to effective support, irrespective of their culture and/or beliefs. All staff treat others fairly.



tangata whenua

*Mēnā kei te mōhio koe ko wai
koe, ā, nō hea koe, ka mutu, ka
mōhio mārika e anga atu ana
koe ki hea*

*If you know who you are and
where you are from, then you
will know where you are going*

We honour tangata whenua

PSN acknowledges tangata whenua as a critical relationship. All staff are committed to providing quality services for Māori, are given opportunities to achieve cultural competence, and Māori staff are supported to retain their cultural identity.



partnership

*He aha te mea nui o te ao?
He tangata, he tangata, he
tangata*

*If you were to ask me what is
the most important thing in
this world I would answer, it is
people, it is people, it is people!*

We partner with others to bring about change

PSN makes a difference by working with others. We value meaningful relationships in establishing, trialling and/or providing services and community development that brings about positive change.



integrity & trust

*He aroha whakatō, he aroha
puta mai*

*If kindness is sown then
kindness you shall receive*

We provide trusted services that achieve agreed outcomes

Engaging with, and walking alongside, our clients underpins our PSN services. We have high professional standards, staff use evidence-informed practice and we undertake regular evaluation.

About this Strategic Plan

This document sets out our Vision, Mission and Purpose for the next few years. We have intentionally decided as a Board and Leadership Team to ‘refresh’ our current strategy and use this time to better understand and optimise what we do now – with the aim of being ready by 2023 to drive our next bold strategy following a comprehensive strategic review.

PSN has always been there when people need us. We have long been focused on walking alongside them so that, together, we can transform generations.



Context for this Strategic Plan

We see much change in our communities, and whānau in great need. COVID-19 has only added to this.

Our essential social services (Family Works, Lifeline and Shine) have experienced up to a 20% increase in demand since the first lockdown. International evidence suggests this will continue – especially as the impacts of job losses, stopping of wage subsidies and social isolation really start to bite. We work with many who are already most at risk of harm, distress and anxiety.

We also know that the economic and social realities are likely to shift core government funding onto those with the greatest need, as the government seeks to stimulate the economy and respond to the public health priorities. We have already started to see rationing of lower complexity services in Enliven.

This imbalance between increased need and constrained funding in our social services, and rationing of core services in our health & disability services, means that we need to strengthen our base, ensuring we are as focused, efficient and effective as possible – and we need to look for new ways to fund what we do.

Internally, over the past year, we undertook a significant review of our culture, and assessed whether we are doing enough to ensure the health, safety and wellbeing of our staff. While we are blessed with deeply passionate, skilled and caring staff, they told us that they find it hard to see how all the parts of PSN fit together. They would like to be valued more professionally, and they find some of our systems and processes unhelpful. They also see the potential for better meeting client needs through joined up services and the breaking down of internal silos.

We likewise asked for feedback from our key stakeholders. They affirmed our highly regarded staff and services but challenged us to use our credibility and relationships to have a greater voice and role in the wider sector.

Our Strategic Priorities

In response, we’ve honed our strategic focus for the next few years on:

Stage One: understand and optimise what we do now

Integrate: make sure our clients and their whānau can draw from all our social services (Family Works, Lifeline and Shine) no matter which door they come in.

Collaborate: build relationships of depth that enable us to extend our reach and impact, with a particular focus on Māori and Iwi organisations.

Optimise: streamline how we work to free up time for our frontline staff to be there for more whānau and communities who need us.

Nurture: honour and grow our most important gift – our amazing staff.

Stage Two: begin to explore potential for the future

Innovate: chart the path forward for home and community support, especially in at-home dementia services, and carer respite. Also, build our social enterprise activities.

What does this mean?

We will continue delivering social and health & disability services to whānau and communities who need us, and in so doing:

- ✦ Be client-centred, integrating their engagement with us
- ✦ Be operationally efficient, and
- ✦ Look for ways to work with others to have a greater impact.

We will sharpen our focus on our core services of:

- ✦ Family violence (Shine and Family Works)
- ✦ School-based interventions (Family Works)
- ✦ Mental wellbeing and suicide prevention (Lifeline)
- ✦ Home-based support to those ageing and/or with disabilities (Enliven)
- ✦ Community activation (mission and community development, Lifeline Connect) and
- ✦ Social Enterprise services (Lifeline Connect and Shine DVFREE, and other external training and consultancy)

We will also use the next year or two to better understand, through data and research, how well we perform – including our outcomes and costs – and to identify where future under-met need exists for whānau and communities.



What success looks like

By 2023:

- Our clients will have an integrated pathway through our core Social Services.
- Our staff will understand our strategy and see how their work fits in.
- We will have the leadership depth to deliver on our strategy.
- Silos will be a thing of the past.
- We will have all our critical infrastructure in place, and we will know the true costs of our Central Support overheads.
- Our partners will rely on us to collaborate and innovate with them.
- We will have sustainable revenue for the future.
- PSN will be called upon to make comment or advocate on issues that matter to our clients.
- PSN is able to demonstrate our ability to measure and achieve outcomes to funders and partners.



Our foundations

Our people are skilled, caring, passionate and well qualified

Our services are proven and well recognised

We have a proud history and heritage

Our size and relationships mean we can have a greater impact



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