



PRESBYTERIAN SUPPORT OTAGO STRATEGIC PLAN

2025-2030

Weaving Otago Communities Across Generations

Grounded in Otago, we draw on our values of integrity, respect, courage, manaaki and aroha to develop our restorative culture, reimagine our places and spaces, create sustainable and diverse financial foundations and support networks of excellence. We walk with people across the generations to create together places to live, learn and thrive. We call out injustice and advocate for social change. Weaving our vision of every person being valued and growing in a safe and strong community.

1.0 Message from the Chair

As a long-standing social service provider in Ōtākou, Presbyterian Support Ōtākou (PSO) has the opportunity to lead, facilitate and invest in a collaborative approach to deliver its vision: **Tō Mātau Matawhānui Every person is valued and grows in a safe and strong community**. As the winds of change and uncertainty infiltrate all areas of our economies, communities, democracies and physical environments, we face increasing challenges in our mission: We seek to **call out injustice and advocate for positive social change** in an increasingly inequitable and unjust world. Our theological statement offers guidance by viewing our contribution as part of a wider whole: we work in loving service in response to human and societal need. Our most powerful impact is through affiliation, collaboration and partnership with those working for the common good. In this plan we are clear that our response is strongly collaborative and requires partnership with mana whenua in Ōtākou.

We are seeking to think longer term, intergenerationally, and set out some strategic priorities over the next five years that lay a foundation for impacts and outcomes that benefit the communities of the region to 2035 and beyond. Over the next 5 years we aim to stabilise and improve PSO's financial wellbeing as a fundamental pillar of our own sustainability. We will protect and reinforce our ability to promote social justice and community well-being by first, securing our own foundations.

2.0 He Awa Whiria – Imagery to Guide us (concept to be localised¹)

The imagery of **He Awa Whiria** draws inspiration from the interconnected rivers of Te Waipounamu and the Ōtākou region. It emphasises the importance of connection, relationships, collaboration, and innovation to navigate uncertain futures.

At the heart of this strategic direction is the river — not as an idealised image, but as a reflection of the real rivers of Ōtākou. These awa carry many stories. Some flow strong and clear; others are drying, polluted, or compromised. Like our communities, they are shaped by complex forces. For PSO, the river reminds us to keep moving forward with purpose using the power of our collective energy, to stay connected to our values, and to be willing to adapt. It also reminds us that we don't know everything. Our future depends on listening well, learning from those who have come before us, and walking alongside others. This strategy doesn't claim to have all the answers. It sets a course we believe is

¹ Possible development of concept to include Hereweka: as a backdrop to all that we do and the interconnectedness between Rūnaka and what services we provide. As a navigational point for the Free Church of Scotland settlers as they came to this region.

Otakou Harbour: an important life-giving, trading and kai route for mana whenua. Historically, a trading and an important part of Ōtākou's wealth in exporting to the world as well as the interchange of people between here and 'home'.

worth pursuing — one grounded in place and committed to the wellbeing of future generations.

He Awa Whiria speaks to a vision of partnership. It encourages us to bring together different ways of knowing and being — Māori and non-Māori, spiritual and practical, old and new — in ways that honour their uniqueness and allow them to flow together. This aligns with our commitment to Te Tiriti o Waitangi, and to building an organisation shaped by both mātauraka Māori and the Christian vision of harmony and restoration — where all creation is valued, and every person has something to offer beyond themselves. This is a movement toward the common good. It draws inspiration from the life of Jesus, who brought those at the margins to the centre and invited all to take part. One does not need to be Christian to share in that vision or to journey with us.

We see our strategic priorities as streams within this braided river. Sometimes they will join; sometimes they will diverge. What matters is that they keep moving — towards stronger communities, deeper relationships, and a more just and hopeful future.

Mapping Our Strategic Approach

This strategic plan aims to help us address several challenges:

- the human impact of growing societal inequalities and disconnection
- a corresponding and increasing need for social and community response
- fast changing constrained economic environments locally and globally
- an increasingly diverse and aging demographic and
- integrating environmental impact in our planning and delivery to ensure intergenerational resilience

It outlines opportunities to live up to our mission: ***We walk with people across the generations to create together places to live, learn and thrive. We call out injustice and advocate for social change.***

Our vision: ***Every person is valued and grows in a safe and strong community*** leads us to the heart of community, hearing their needs, advocating, empowering and walking alongside them in support.

As an organisation established in the spirit of Christian faith more than 100 years ago, PSO has deep experience in providing social services. Alongside this we are growing our understanding of the whakapapa and relationships of takata whenua. Against this background, PSO will continue to grow and strive to function as a ‘for purpose’ organisation responding to challenges in ways that are shaped by the Christian faith.

This plan is informed by the reflection that addressing the challenges our communities face will take a long term and intergenerational approach. While it may seem a long way off to some, 2040 is just 15 years away and will mark 200 years since the signing of Te Tiriti o Waitangi. This plan outlines a set of strategic priorities to establish a way forward for coming generations through to the mid 21st century and beyond.

This plan reinforces PSO's enduring purpose as both a service delivery entity and as a community enabler, partner and facilitator. The strategic priorities are aspirational in nature, setting both a vision and foundation to benefit future generations. They cannot be achieved alone. Our ability to deliver on our priorities and navigate the significant challenges ahead will require true collaboration and innovation.

3 Our Pou

The following pou (pillars) underpin this strategy and our approach to implementation. They ensure that as we navigate the complexity of our current and future landscape, we maintain our course over the long term.

3.1 Our Values

We will ensure that our values are visible and active in all aspects of our work. ***Integrity, respect, courage, manaaki and aroha.***

3.2 Restorative Leadership

We are shaping a leadership culture at PSO that restores trust, upholds tika (justice), and nourishes collective wellbeing—from the whenua to our whānau. This Pou calls us to repair broken relationships and re-centre the values of **kotahitaka, wairuataka, and aroha** in how we lead and make decisions.

Our aim is to lead in ways that are:

- **Restorative** – addressing harm and restoring balance, especially in our relationships with **takata whenua** and **Te Taiao**.
- **Integrative** – breaking down silos to nurture a unified, purpose-driven PSO whānau.
- **Mana-enhancing** – ensuring those most affected by decisions have the power to shape them.
- **Takata Tiriti-informed** – actively supporting kaupapa Māori services and embedding **Te Ao Māori** across our work, wherever we walk as treaty partners.

We are committed to growing courageous, humble leaders at every level—people who can hold tension, steward **mauri**, and walk *with* our communities, not ahead of them. This means leading with accountability, not just authority, and making choices that strengthen relationships, integrity, and long-term sustainability.

3.3 Collaborative Advantage

He waka eke noa – We are all in this together

We know that the challenges facing our communities are too complex for any one organisation to solve alone. What got us to today will not be enough for tomorrow. We are committed to building collaborative advantage—intentionally working with others in ways that combine our strengths, extend our reach, and amplify our collective impact. We will deepen relationships with iwi and hapū, funders, churches, community groups, businesses, and government agencies. Together, we will advocate for system change and practical solutions to address social injustice and unmet need.

Collaborative advantage is not simply about partnering—it’s about *leveraging the power of shared leadership, shared infrastructure, and shared innovation*. It enables us to do more than we could ever achieve alone, so that our communities benefit from the best of what we all bring.

3.4 Insight-Led Impact

“Mā te mōhio ka mārama, mā te mārama ka mātau, mā te mātau ka ora”.
Through knowledge comes understanding, through understanding
comes wisdom, and through wisdom comes wellbeing

We will use evidence and insights to inform our decision making and service design, ensuring we are delivering meaningful, measurable impact across generations for those we support.

4.0 Priorities

The following four streams will shape our direction over the next five years and lay the foundations for expanding our impact. Each priority depends on and supports the other priorities.

4.1 Restorative Cultural Development

Grow a culture at PSO that renews, uplifts, and transforms. This Pou calls us to build a truly human-centred organisation where every person and relationship matters, and where we respond with care, integrity, and courage — within our teams, across our communities, and with **Te Taiao**.

It recognises the need to heal from the past while deepening trust, belonging, and shared responsibility. It shapes how we hold power, honour our role as **Takata Tiriti**, and steward the wellbeing of people and planet.

Building on the strengths already present across PSO, we will strengthen and grow our reputation as a trusted, safe, and life-affirming organisation — one known for leading with purpose, and for creating transformational impact where it’s needed most.

4.2 Reimagining Places and Spaces

Unlock the potential of PSO's physical assets by repurposing spaces, property divestment and investment, and development to support community needs, intergenerational services and living, and service delivery.

4.3 Developing Sustainable Financial Foundations

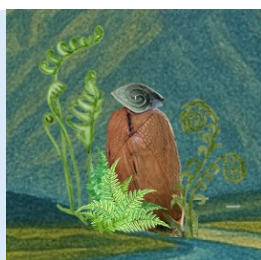
Establish resilient funding models, including a Family Works Foundation Fund and diversified income streams, to sustain PSO's mission intergenerationally. The Family Works Foundation Fund aims to create greater financial stability and provide greater freedom to deliver to community needs that are not priority for or fail to meet the criteria of other funding streams.

4.4 Supporting Networks of Excellence

PSO will build on its collaborative advantage to strengthen and support a thriving ecosystem of care across Ōtākou. We will grow existing and new partnerships with iwi, Church, NGOs, businesses, local government and communities to amplify shared influence, resources, and innovation. We will take a leadership role where we have capability, and actively enable others where they are best placed to lead—through shared systems, advocacy and consultancy.

Strategic Priorities – The next five years

5.1 Developing Our Restorative Culture



“He ora te whakapiri, he mate te whakatakariri.”

There is strength in unity; defeat in division.

PSO will embed restorative ways of working that build trust, honour Te Tiriti, and heal our relationships with each other, our history, and the natural world.

Strategic Stream 2025-2030: <i>Developing Our Restorative Culture</i>		
Action	Lead	Collaborate
Co-design and implement partnered models of service and care that are community based, whānau centric and support intergenerational wellbeing.	✓	✓
Establish and grow meaningful and operational relationships with Kāi Tahu through a process of whakawhanaukataka and iwi/hapū led engagement.		✓
Propagate Restorative Leadership across our services and wider communities.	✓	✓
Together with iwi/hapū – explore opportunities for formal governance arrangements that recognise our commitment as Takata te Tiriti and reflect our partnership with mana whenua.		✓
Support restorative climate leadership in the Ōtākou region by: <ul style="list-style-type: none">• Advocating for systems change that elevates the health of ecosystems and communities above short-term economic growth .• Establishing our own guiding principles drawing on Christian values and Mātauraka Māori, to shape a unified response to ecological decline.• Integrating environmental impact assessment and mitigation into all planning, design and operational decisions across PSO.• Reducing our own ecological footprint measurably, with transparent reporting and continuous learning.	✓	✓

5.2 Reimagining Places and Spaces



**“Mā te pohewa mā te auaha hoki,
ka whakapuaki kā kura e huna ana”**

With imagination and creativity, hidden treasures can be revealed

PSO will adapt and re-purpose its buildings and surrounding spaces to support the sustainable delivery of place-based community services that enable whānau and community to thrive where they live and realise their needs and aspirations.

Strategic Stream 2025-2030: <i>Reimagining Places and Spaces</i>		
Action	Lead	Collaborate
Improve our asset stewardship through: <ul style="list-style-type: none"> • Reviewing and rationalising our asset base in line with our purpose, future needs and financial resilience. • Improving return on investment across all holdings – with a focus on long-term sustainability, community value and kaitiakitaka. 	✓	
Make better use of existing resources including kitchens, laundries and underutilised spaces to provide sustainable services that meet the needs of community and whānau.	✓	✓
Commence implementation of a place-based model of integrated and intergenerational service delivery in at least one location within Ōtākou. This will see delivery of co-designed whānau focused services, supporting the needs of parents, children, younger and older people within their community as part of a collective and integrated model.	✓	✓
Explore opportunities to develop our own health services provision including general practice and wider health and wellbeing practice focussed on Older Persons Health.	✓	✓
Explore development of a place-based model of integrated and intergenerational housing using our Iona land and in partnership with Moeraki Rūnaka.	✓	✓

5.3 Sustainable and Diverse Financial Foundations



Mō tātou, ā, mō kā uri ā muri ake nei”

For us and our children after us

PSO will establish diverse and sustainable revenue streams that enable it to meet whānau and community needs today and into the future regardless of funder priorities and criteria.

Strategic Stream 2025-2030:

Sustainable and Diverse Financial Foundations

Action	Lead	Collaborate
Set up Family Works Foundation Fund with the long-term ability to self-fund key services of the future. Build the fund to reach \$5 million within 5 years.	✓	
Build PSO’s capability to use data and insights in real time to drive faster, smarter decisions that improve both service outcomes and financial sustainability.	✓	✓
Build brand strength & awareness that supports the evolution and sustainability of our service.	✓	
Invest in and grow, current and new relationships for volunteering that enable us to meet the diverse and changing needs of our communities.	✓	✓
Create clarity of purpose for services and service elements (existing and new ventures) whose role has a large part to play in contributing profit towards the wider whole.	✓	

5.4 Supporting Networks of Excellence



“Ehara taku toa i te toa takitahi, ekari he toa takitini”
My strength is not that of a single warrior but that of many

PSO will build on its collaborative advantage to strengthen and support a thriving ecosystem of care across Ōtākou. We will take leadership where we have capability, and actively enable others where they are best placed to lead—through partnerships, shared systems, advocacy and consultancy. As a connector, facilitator, and centre of excellence, we will grow our collective impact in service of community wellbeing.

Strategic Stream 2025-2030:

Supporting Networks of Excellence

Action	Lead	Collaborate
Scope out consultancy, providing management, supporting other small practices – mergers and acquisitions.	✓	✓
Greater integration and alliance between social services providers in Dunedin. Act as integrated community-based network of social services.	✓	✓
Develop our understanding of ‘third places’. Identify and act on opportunities to work purposefully with partners in this space to support unmet need and to amplify our reach and collective impact.	✓	
Take a lead advocating for and convening with social service providers and NGOs in the region.	✓	✓
Profile and grow our visibility and reputation as a centre of excellence for evidence and insights based charitable service provision.	✓	
Expand our effectiveness, efficiency & productivity through targeted deployment of Artificial Intelligence, software platforms and specialist applications.	✓	
Build our business intelligence and analytics capability to drive and demonstrate steady improvement in social as well as financial return on investment.	✓	✓

Appendix 1: 10-year Vision

6.0 Strategic Direction

Over the next ten years, the demographic make-up of the country and the region will change dramatically. The over 65 age group will double, the Pākehā population will decline, the Māori population will rise, and the Pasifika, Asian and Indian population will rise. Existing structures for service provision are unlikely to meet community needs in the future. There will be challenges in both people and material resources. These challenges are entwined and complex. PSO's strategic response is to reconsider its structures, assets and services to become more holistic, flexible and community focused.

Our Restorative Culture

In 10+ Years we imagine:

- Incorporated indigenous models and principles of Te Ao Māori into our practice and service delivery.
- Governance arrangements that formally recognise our partnership with takata whenua.
- Become a trusted voice in advocating for systems that centre ecological wellbeing, social justice and intergenerational equity across Ōtākou and Aotearoa.
- Regenerated the places we inhabit into models of low emissions living, biodiversity renewal and community climate resilience.
- An enduring reputation for sector-leading and life affirming care and support services.

Places and Spaces

In 10+ Years we imagine:

- Properties that we use well and environments that reflect the cultures, values and contribution of the communities we serve, while we remain faithful to our vision.
- Intergenerational and multipurpose environments that:
 - Support inter-generational communities combining mixed housing developments catering for different ages, cultures and socio-economic status as well as retirement villages.
 - Integrate work, childcare and aged care, including for overnight workers.
 - Capitalise on our 24-7 nature with our facilities including our laundries and kitchens serving multiple client groups beyond our rest homes
 - Offer co-purchase living, shared wealth investment.

- Host sustainable community focused initiatives, such as social supermarkets, after-school clubs and study groups.
- Provide co-working spaces in PSO owned and shared spaces across our communities.
- Spaces that:
 - Use technology to help people live in their homes longer.
 - Use and generate energy through solar and wind power generation.
 - Grow and store food in community gardens and food bunkers.
 - Provide home and community-based care.
 - Implement technology supporting home-based care; geofencing, AI nurses/GPs, robots, medication.

Sustainable and Diverse Financial Foundations

In 10+ Years we imagine:

- An established Foundation fund of at least \$10M, supporting new social service priorities and being supported by a percentage of each year's profit.
- Alignment with the way people give. Differentiated in the market to encourage donations.
- Identified high value assets leased to fund services.
- Diversified revenue streams.

Networks of Excellence

In 10+ Years we imagine:

- Consultancy services for not-for-profits, management and governance.
- Built intergenerational wealth-empowering into models.
- Established models of care and service delivery that support intergenerational communities and living; older people, students, young families, working people.
- Further reduced institutionalism within our care homes by embedding meaningful relationships, autonomy, and a sense of purpose for our residents.
- Developed and incorporated into our Enliven model, wholistic health services focussed on the needs of older people including but not limited to medical care.
- Significant augmentation and automation of targeted elements of human delivered work and care across aged residential care and social services.

Plan approved by PSO Board, August 2025