

# JOURNEYING TOGETHER



ANNUAL  
REPORT  
2016-2017

## COME ON A JOURNEY WITH US

Each year our Annual Report presents the facts and figures around what The Salvation Army has achieved in the community during this time, but behind these numbers are real people whose lives have been changed for the better.

This year, we want to take you on a journey through the eyes of three of these people. As you read the report you can use the coloured lines to follow the journeys of Paul, Antonia and Nathan, and see how they each accessed different facets of our care.

We hope these stories will help put a face to the 120,000 people that we support each year—giving a first-hand account of how different areas of The Salvation Army work together, and how lives are changed.

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The Salvation Army

# TAUĀKĪ KĀKANO=RUA BICULTURAL STATEMENT

Ko Te Tiriti o Waitangi te tūpapa o te whakaetanga o te kōtuinga tūturu i waenga i te iwi Māori me Tauwi i Aotearoa. Ko te ara i takahia ai i raro i te noho kōtui nei, he uaua. He matahuhua, he take mamae nui hoki ētahi o ngā āhuatanga o ngā tau mai o te hainatanga o te Tiriti i te tau 1840.

E ū pūmau ana Te Ope Whakaora ki ngā kaupapa nunui o te noho kōtui tūturu, o te tiaki, me te whāinga wāhi o tētahi, o tētahi, ka takea mai i Te Tiriti o Waitangi.

**TE KŌTUINGA TŪTURU:** I whānau mai a Aotearoa i runga i ngā kaupapa o tētahi kōtuinga kākano-rua tūturu. Ka mahi tahi Te Ope Whakaora me te iwi Māori i ngā mahi o te hāhi, i ngā whakaratonga hauora katoa, mā te tuku wāhi a tētahi ki tōna hoa, me te tautoko tētahi i tētahi.

**TE TIAKI:** Nā ngā korenga e taurite o te noho o te Māori me Tauwi i Aotearoa i uaua ai te huarahi mō te iwi Māori i roto i āna mahi, me ngā āhuatanga o tōna noho. Ko tā Te Ope Whakaora he whai kia tiakina te iwi Māori kei whiua e ngā take pāpori, ōhanga hoki o te korenga e taurite, kia tupu ai te iwi Māori ki tō rātou tino teitei i tō rātou ake whenua.

**TE ĀTA WHAI WĀHI ATU:** He mea tino nui ki Te Ope Whakaora te whai wāhi mai o ngāi Māori hei mema o Te Ope Whakaora, otirā hei kaihautū, hei kaimahi, hei tūao anō hoki. Mā te mahi nui o ēnei tāngata e piki ai ngā mahi o Te Ope Whakaora ki ngā taumata, e pakari ai tōna kaupapa.

Te Tiriti o Waitangi (The Treaty of Waitangi) is the foundation of bicultural partnership between Māori and Tauwi (non-Māori New Zealanders) in Aotearoa New Zealand. This partnership has had a troubled pathway, with complex and often painful histories since the Treaty was signed in 1840.

The Salvation Army is firmly committed to honouring the principles of partnership, protection and participation inherent in Te Tiriti o Waitangi.

**PARTNERSHIP:** New Zealand was founded on the basis of bicultural partnership. The Salvation Army aims to work together with Māori in all church and social service settings, involving and supporting each other.

**PROTECTION:** The inequalities that exist between Māori and Tauwi in New Zealand cause Māori to face considerable challenges and hardships. The Salvation Army strives to see Māori protected from the social and economic causes of inequality so they can achieve the best possible outcomes for themselves in their own land.

**PARTICIPATION:** The Salvation Army greatly values the many Māori serving within the Salvation Army as church leaders, staff and volunteers. These individuals enrich the Salvation Army as a movement and strengthen its mission.



When describing his mission in life Jesus said, 'I have come that [people] might have life and have it to the full' (John 10:10, *New International Version*). In the past few years, as a movement, we in The Salvation Army New Zealand, Fiji and Tonga Territory have been challenging ourselves to live up to our name in te reo Māori—*Te Ope Whakaora*—which translates as 'the Army that brings life'. As followers of Jesus our aim is to bring life. But compelled by Jesus' words we also aim to help people live life to the full.

# WE ARE DEDICATED HELPING THOSE BIGGEST CHALLENGES

To do that we have caring, highly-skilled people that, without discrimination, help those who need a hand through their journey of life. From our Early Childhood Education

centres, children's work and parenting courses right through to our Senior Services friendship groups, accommodation for retirees facing homelessness and our Marlborough Hospice, we're there to provide a helping hand to people at any point on that journey.

We aim to do this holistically, helping the whole person—mind, body and soul— including offering those who want it the opportunity to encounter the living God whom we believe is the ultimate provider of life in all its fullness.

The challenges our clients face are often extremely complex and interwoven. Our wide range of specialist services increasingly work together, offering each person who comes to us help that targets their specific set of needs. As you read this report you will be able to follow three stories that demonstrate how the different parts of The Salvation Army link together as one army to provide this essential and life-giving support.

- A young woman who dropped out of school after a traumatic event in her life and came to us for another shot at

education was also introduced to wider support for her and her whole family to help them along the journey.

- A homeless family helped with a house, but who also found a home with us in a community that has loved and cared for them, and helped them to master skills to make the most of a new life they are living to the full.
- An older man, broken by addiction and ill health, with nowhere else to go, given a home and the tools to stay on a journey of recovery, a path back to work, and finding caring friends and supporters to share his journey.

These are just a few of the over 120,000 people we've helped along their journey in the past year. From housing over 2000 desperate families and individuals, responding to natural disasters and providing world-class addiction treatment we remain a key part of the community, addressing need, but also speaking out as advocates for those who require wider societal change to make the best of their lives.



# TO E FACING THE LENGES ON HIS JOURNEY OF LIFE

This has been my first year leading this territory. It is a privilege to work with people so dedicated to helping those facing the biggest challenges on this journey of life.

This is work we could not do without the support of thousands of generous people and businesses. From The Salvation Army's founding in the East End of London 152 years ago, and now stretching across 128 countries including here in the South Pacific, the most vulnerable, hurting people in society have always been our people. But you who support us are our people too.

In my responsibilities as Territorial Commander of the New Zealand, Fiji and Tonga Territory I have been particularly helped by a strong leadership group—especially the Territorial Governance and Management boards, which have led in the implementation of our new Territorial Mission Plan along with a new governance model

that enables us to increase our focus on the long-term vision and direction of the Army.

The coming year will be one of change, with some of these board members going on to new leadership roles in The Salvation Army's work overseas and in this territory. These will include Lieutenant-Colonels Jenny and Rod Carey who have been invited by the Prime Minister of Samoa to start The Salvation Army's work there.

We are hopeful and confident about the next year and the opportunities it will bring to increasingly embrace our name and help bring life in all its fullness to the people of Aotearoa, Fiji, Tonga and Samoa.

**Commissioner Andy Westrupp**  
*Territorial Commander (Board Chair)*  
*New Zealand, Fiji and Tonga Territory*

# NORTHERN DIVISION

Supporting people at all different stages of the journey of life, across ages and cultures has been a big part of our year.



The housing crisis has been felt acutely here in the upper North Island and we worked with Ministry of Social Development to open much-needed emergency housing in Auckland and Northland. Work continued on building 50 housing units in Royal Oak, Auckland, for people

over 55 who are at risk of homelessness. These are expected to open in 2018.

Our new corps plant in Flat Bush, Auckland opened this year. A major part of this work has been supporting the many diverse ethnicities in the area. This has included English Language classes, Justice of the Peace services and a developing relationship with the Fo Guang Shan Buddhist Temple next door, which sought ways to work with the Army to best serve the needs of those struggling in the community. Our centre in Manukau also worked with the New Zealand Police and Oranga Tamariki to pilot a new stopping violence programme working with men.

In September, we welcomed The Salvation Army's second-in-command internationally the Chief of the Staff Commissioner Brian Peddle and his wife Commissioner Rosalie Peddle. Our Auckland City Corps recognised the service of a group of 23 musicians this year who between them had given over 1000 years of service as singers or in the brass band. We were delighted to see three of our members enter training to become Salvation Army Officers (full time ministry).

**Major Stephen Jarvis**  
Divisional Commander, Northern Division

# MIDLAND DIVISION

Building communities that care and support people on the journey of life was a theme of our work in the central North Island this year.

This was at the heart of our response to the housing crisis, which saw us opening new emergency housing across the division, and working to ensure the people living in these houses are welcomed into a new community.

We saw this when one of our corps opened its doors and went the extra mile for a week to welcome a group of homeless people who had to leave the motels they were being put up in, making way for tourists who had earlier booked to attend a major tourist event.

And in one of our Family Stores when the manager received a call about 7pm one night from a lady whose husband had died. With no friends or family in the town, the Family Store had become the lady's community and the store and corps rallied round her with a community of support.

The division also showed its spirit, responding practically and with compassion to care for those affected by the Edgumbe floods for more than five months.

While many challenges remain in our communities, we are determined to meet them with open hands and an adaptable response to help people for the long term.

**Captain Paul Gardner**  
Divisional Commander, Midland Division





# CENTRAL DIVISION

**The Salvation Army has been supporting the community in the lower North Island for more than 125 years.**

We were proud to celebrate this at the 125th anniversaries of our Wellington South and Levin Corps this year. This were special times to reflect on our deep roots and continuing commitment to the region.

This year, we boosted our budgeting services and increased emergency housing across the division, purchasing or renting new houses and working more closely with the Ministry of Social Development. We also saw an increase in youth activities, particularly discipleship, working closely to counsel young people and strengthen them to live life to the full.

We were excited to see six people from the Division begin their studies to become Salvation Army Officers at the start of 2017.



Reaching out to our diverse community, our Hutt City Corps continued to grow its work among the Chinese community. What began with English as a Second Language classes has become a hub for an often isolated group, providing friendship, support services if needed, a spiritual home for those who want it, and help to make their new country a home.

We also started work on our South Wellington hub bringing together many of our Wellington services. The people we see often have a complex combination of needs and bringing multiple services together will make it easier to access help and for us to give support carefully tailored to their exact mix of needs. We are excited to see these projects continue to grow into next year.

**Captain David Daly**  
Divisional Commander, Central Division

# SOUTHERN DIVISION

**Working together to help people better on their journey of life was a major theme for the Division this year.**

In November we again faced a major earthquake, and again the division responded with dedication to do whatever was needed for suffering people.

Blenheim Corps put in a huge effort organising community meals and social times, feeding hundreds and helping the community come together. Members visited people in isolated rural areas, and continue to do so. Around Christchurch we fed and helped evacuees, and sent a large number of volunteers from around New Zealand to Kaikoura to assist with the response there.

They cleaned up properties, listened as people shared their pain, and guided them to access help. They visited people, delivered food parcels and helped run events to lift spirits.

In February staff supported people affected by the Port Hills fires in Canterbury.

In April, our new Christchurch City Corps building was opened, replacing the building destroyed in the Canterbury earthquakes.

During the year we formed a board of representatives from each service to explore ways we can work together better, and held an expo night in Christchurch to share ideas. We gathered officers, staff and church members to discuss ways we can fulfil The Salvation Army Māori Ministries strategic plan Te Ōhākī. And in February we set new targets for corps in five areas.

Our Generate Leadership conference in May saw 130 officers and leaders gather to discuss ways of working together with the theme of one team, one vision, one aim. This was a valuable time of discussion, and we are excited for the coming year.



**Major Ivan Bezzant**  
Divisional Commander, Southern Division

# FIJI DIVISION

# TONGA REGION

**Building—of programmes, buildings and people—has been a big part of our work in the Fiji Division.**

In April 2017, a review of our fledgling Addictions Programme led to the introduction of a new day programme, in addition to the education programmes we have been running in prisons. We have also held negotiations with the Department of Social Welfare, and Probation Officer training, with a view to establishing a young offenders programme at Raiwai in early 2018. This would be in addition to similar programmes we run at Nasinu and Saweni.



The Army in Fiji has continued to be very deliberate in its preparation for cyclones and other natural disasters. In addition to replenishing and upgrading resources at our 10 certificated cyclone centres, we entered partnerships with schools that act

as cyclone centres at Rakiraki, Tavua and Taveuni, placing containers on site equipped with resources for responding to these events.

This year has seen the full re-establishment of divisional children's, youth, women's and men's ministries camps. The Savusavu Corps has at long last a new facility, and developments are underway to extend Nasinu Corps and locate Tavua Corps into its own facility for the first time.

We have also focussed on leadership development this year, in the form of both practical and theoretical training to help make us better leaders for our community.

**Major David Noakes**  
Divisional Commander, Fiji Division

**It was a year of celebration for us in Tonga as we marked 30 years since The Salvation Army began in these islands.**

We were honoured to be visited by The Salvation Army's world leaders General André and Commissioner Sylvia Cox for the anniversary celebrations and looking to a bright future.

We closed our mobile health clinic, as the government opened two new clinics in the areas we worked. The clinic provided care to villages and squatter settlements without health services for 12 years, giving vital help to some of Tonga's most vulnerable and needy people. Clinic staff also provided education on healthy lifestyle choices, helped these communities with capacity building, and visited youth groups, schools and kindergartens.

We were able to withdraw knowing these people would continue to be cared for, and we will be able to reinvest these resources in new projects.



It was a year of growth in our membership as we reached 200 Senior Soldiers for the first time (becoming a soldier is the mark of a significant commitment to The Army, including signing an oath to uphold certain values of the Army). Although we are a young church denomination compared to others in Tonga, this milestone showed how we have become established and accepted here.

We also saw an increase in financial support from the community. Tongans gave generously to raise 20 per cent of our budget within Tonga for the first time, reflecting how much our work to bring a fullness of life to all here is valued.

**Captain Sila Suifanga**  
Regional Commander, Tonga Region



# HI, I'M PAUL\*



I've had issues with drugs and alcohol for about 15 years. Last year, I ended up in hospital with some mental health issues and when I came out I had nowhere to go.

I went to The Salvation Army supportive accommodation hostel at Addington and they were great. A staff member there was like a life coach—when you're at the bottom you don't know what you're going to do with your life, so we made some goals and broke them down to mini steps. Before I knew it, I had my licence back and was getting other goals.

They also helped me with budgeting and finding a new place to live. When I moved they came with me to WINZ—it can be a bit daunting going there, so that really helped. They also helped me get furniture and move stuff into my place.

A few years ago I did an eight week residential Bridge programme, but I relapsed. While I was at Addington I went back to Bridge. I did some groups and had a case worker who helped me though some stuff. That was great, and my support worker still catches up with me. That's quite vital, that after care support.

At Addington, I joined a weekly Bible study group, which was new for me. I've kept meeting with a group of guys who have been through addiction and meet weekly to look at different Bible verses. It's all helping me stay clean.

I've also joined DALTA (Deliberate Acts of Love to All), an Army-run group where unemployed people do practical work helping people in the community, cleaning up sections and things like that. I'm thoroughly enjoying it—it gets me out, gives me purpose and a good group to work with. I'm giving back to the community, which is great as I've done some wrong in my history with drug addiction, so I think it's important I give back.

It's also helping me get back into work routines and get skills and confidence, as I want to get a job again. Through Bridge I've learned I need to take things step by step for my health and recovery and DALTA is helping.

**You can follow my journey with The Salvation Army throughout this report—look for the aqua lines.**

\* Name has been changed for privacy.

# HI, I'M ANTONIA



In 2014, after a traumatic event, I dropped out of high school. When I was ready, I got advice from some friends and my school advisor, and was introduced to The Salvation Army's Education and Employment Service (E&E) and decided to do some study there in Business Administration and Computer Programming. This helped me get my NCEA Levels 1, 2 and 3, employment skills and a business administration certificate.

When I started at E&E I was quite shy, I kept to myself, but in my time there I learnt a lot and started to be more confident

in myself. All the tutors and the staff are really supportive, they do a lot for us and put a lot of hard work into us. They still support me.

This year I'm doing a preparation course to study social work at university next year. When I was in high school I wanted to be a police officer, but after I left I wanted to be a social worker, because I like to help people a lot.

Through The Salvation Army I was awarded a Warehouse Stationery scholarship for E&E students wanting to do more study. With the scholarship they are paying for my study fees this year and gave me a part time job, which helps with finances.

The Salvation Army Community Ministries also helped out my family. They gave us food parcels when we needed them and a social worker helped us out. When I dropped out of high school it was quite hard for me and they organised counselling for me. Our social worker was my support person—she would take me to my appointments and stay with me. She supported me, my mum and sisters the whole time through stuff we were going through, and my sisters and I also did a leadership course through The Army's Whānau Focus programme.

My family come from a church background, so when I was at E&E I decided to start going to The Salvation Army church as well. There are heaps of people there who support me. A lot of the leaders there, because I've been around for a few years with E&E and Community Ministries they know me a bit and they look out for me.

**Follow me on my journey with The Salvation Army in this report—look out for the purple lines.**

# HI, I'M NATHAN

Two years ago, my partner Ayla and I were at rock bottom. Drug addiction had led me to a life of crime and time in prison. When I came out, because of my convictions I wasn't able to get a job to feed my family and we lost our home. There weren't a whole lot of options for us. The life we had was dark at the best of times. I was either heading to a jail cell or a grave—until an encounter with God helped us break free from our addictions.

The Salvation Army took us in and supported us. They gave us a place to live and so much more. They provided us food parcels, social work support and counselling, and they helped us with parenting skills so we could be the parents we wanted to be for our children. We joined Messy Church, a family church with a lot of fun, food and whānau, sharing together and building on the faith that had helped us.

Most of all the Army gave us hope that we could live a new life. The support The Salvation Army gave us has helped us



rebuild our lives. I started volunteering with the Army at a Family Store and that job helped give me a new purpose to my life. They trusted me and I was able to get a paid job as a Family Store truck driver. Being able to speak to someone about my past, them accepting that and still embracing me after that—that was the major thing for me. Just the feeling of acceptance and the belief that people in The Salvation Army had in us and gave us—that gave us strength. For me, it's like I wake up every morning and I'm going back home to my marae—and that's the feeling I get when I get here.

**Look for the blue lines in this report to follow my journey with The Salvation Army.**

**The Salvation Army runs 68 Community Ministries centres, which help some of New Zealand's most materially deprived people with emergency assistance and support to rebuild their lives.**

It achieves this through providing food parcels, budgeting advice, life skills and parenting courses, social work, youth development and emergency and transitional housing.

The theme of the year was again the effects of the housing crisis, which saw a stream of desperate people moving from cities to outer suburbs and rural areas for cheaper housing to try and stave off homelessness. There was also a response to homeless people and families living in vehicles, with many families approaching our services for assistance with accommodation.

The Army also expanded its Community Finance Scheme, which runs in partnership with Good Shepherd, BNZ Bank and the Ministry of Social Development. The scheme provides low or no interest loans to people at risk of using high-interest lenders, with the aim of helping them improve their life without adding unsustainable debt. The programme was expanded to 21 centres and helped 1058 people during the year.

The highly respected Positive Lifestyle Programme, run by our centres to help teach practical life skills to those in need,

# COMMUNITY

This need, alongside rising basic living costs such as groceries, saw a slight increase in the number of people needing food parcel assistance from Community Ministries centres. The number of people seeking help from these centres has climbed slightly for the last two years and the Army remains concerned that poverty levels seem to be becoming entrenched.

Debt was another major driver of need for people, along with poor financial literacy, and financial mentoring to help people make a long-term change was a focus of our centres throughout the year.

In November, the Army launched its new financial mentoring programme, supported by the Ministry of Social Development. The programme delivers a new model for working with clients, encourages families to set goals, develop and own a plan building on the family's strengths, as well as helping them develop in other areas.

was also revamped to meet clients in their culture, including materials in Māori and Korean. The provision of counselling and social work support remain key parts of the Community Ministries' work to help those facing severe hardship.

The work of our Community Ministries centres has also had a positive effect on the future of New Zealand. About 68,000 children rely on our centres each year for basic needs such as food, blankets and clothing. Staff work alongside families to prepare them for stressful times such as back to school, with the aim to ensure children from struggling families can get the same start in life as others, giving them a better opportunity to break the cycle of poverty for the future.





# ITY INDUSTRIES



*When we were struggling to afford food, Salvation Army food parcels helped us immensely. The Army gave out **58,264 food parcels to 29,625 families last year**—a 3% increase. Budgeting also really helped us. We were among **4824 people who received 15,173 budgeting sessions**. That's **34% more people and 20% more sessions** than the year before.*

*Our social worker was huge for us, she helped our whole family work through some difficult stuff. The Salvation Army helped **5704 other people and families in need** too, providing them with **38,538 social work sessions**. They also provided **27,109 counselling sessions to 3772 people** during this time.*







# ACCOMMODATION



*The staff at Addington Hostel were really good to me, they helped me with **budgeting,***

***accommodation and setting goals.** They also helped me **get back into work routines,** doing some landscaping and gardening.*



**A big focus for The Salvation Army during the past year was with helping the growing number of people facing homelessness.**

Its response to the crisis saw The Salvation Army more than double the number of emergency housing units it has available in New Zealand. Working in partnership with the Ministry of Social Development, it opened emergency housing units in 16 new locations, including a large increase in its work with families. This saw the number of nights families were housed rise by 48 per cent.

By the end of the financial year the Army had 266 emergency housing places available, with the intention of increasing that number to 400 in the next financial year. Further increases were planned for 2018.

with support to address the reasons they were homeless and help them stay housed.

Its clients often have serious and complex needs, including mental or physical health issues, legal trouble, family breakdown and addictions, and it uses highly trained staff to address these.

Supportive Accommodation opened a new centre in New Plymouth this year, and has centres in Auckland, Palmerston North and Christchurch. It housed and helped 1147 people during the year.

The Salvation Army also runs intensive transitional housing programmes that provide

# © D A T I O N I

The Army's Community Ministry centres worked with MSD to provide families it identified as homeless—or about to be—with up to 12 weeks' accommodation, along with wrap-around support to help address underlying issues and regain independence. This is done through services that include social work support, life skills courses, budgeting and counselling. During the year, it housed and helped 249 individuals and families.

The Army's Supportive Accommodation Service also increased its focus on helping clients back into the community through a similar model, providing 12 weeks' accommodation

help for families facing urgent needs, such as the likelihood of intervention by Oranga Tamariki, with accommodation and support to build life skills for a stable future.

The service was at 85 per cent capacity during the year. In addition, the Army has 324 social housing units providing long-term subsidised rental accommodation, mainly to people over 55 who were in need of urgent assistance. During the year it housed 372 people. Many are low income earners facing the prospect of homelessness when they retire, but some are already homeless—such as two elderly men who were helped into houses last year after sleeping rough in a garage and a car park.

Work also continued on both the building of 50 new units in Royal Oak in Auckland, due to be completed in October 2018, and on private and public partnerships to help grow the Army's social housing work.

***When you're homeless, things look hopeless. The Salvation Army gave 2192 individuals and families like us housing and support, allowing us to make a new start.***



The Salvation Army Education and Employment service provides training and education, helping those who face some of the biggest challenges to improve their options and prepare them for the work place.

In the past year Education and Employment (E&E) provided training to 1463 people in 21 centres around New Zealand, including at two new locations—a 13 per cent increase in students from the previous year.

The service works with unemployed people, those leaving prison and 16 to 19-year-olds who have left mainstream education. It also runs an ESOL (English for Speakers of Other Languages) programme, and STAR courses that help teenagers to complete part-time vocational training and qualifications while staying at school.

Its education programmes include mechanical engineering, computing and business, hospitality, tourism, and early childhood education. Employment programmes include driver training and care for the elderly, which are in high demand in their respective industry sectors.

Many learners come from disadvantaged backgrounds, have low levels of literacy and numeracy, and health and addiction issues. They are supported by Salvation Army chaplains or mentors and help from other Salvation Army services where necessary to help them overcome these challenges.

# EDUCATION & EMIP

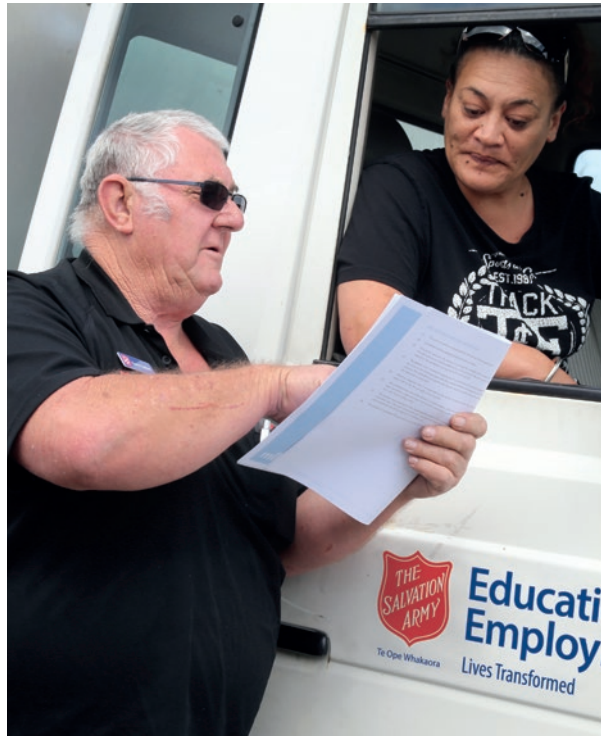


During the year, staff designed new courses, approved by the New Zealand Qualifications Authority, in construction, retail, health and well-being, cookery and foundation skills.

In 2016, 58 per cent of E&E's learners were Māori, rising 10 per cent in two years and making it a significant provider of education and employment support for Māori. The service is continually working to keep courses culturally appropriate, including introducing specific Māori elements.

During the year, building on its successful service in Whangarei, E&E expanded its work with Corrections by starting services in Christchurch, Gisborne and Napier to support people leaving prison to transition into work. The Christchurch service is run in partnership with The Salvation Army's post-prison Reintegration service.

The Army expanded on its Booth café in Auckland, which provides practical work



INI

# EMPLOYMENT

place experience for hospitality students, with a new café opened in Dunedin.

And the Christchurch-based Community Driver Mentoring Programme expanded as well, adding courses to help people in trouble for driving offences to get their licence back, and upskilling people by teaching family members to drive. The programme, which began in 2015 in partnership with the NZTA, AA, Chevron and the New Zealand Police, has helped more than 290 people to date and has a 92 per cent success rate.



*After dropping out of school I didn't know what I was going to do with my future. Education and Employment*

*helped me to get back into learning and chase my dreams, and also helped 1463 other people across its 21 centres.*

**The Salvation Army is a leading provider of addictions treatment in the South Pacific, helping those addicted to alcohol and other drugs, or affected by harmful gambling.**

Its Addictions Services comprise of Bridge, working with people with alcohol and other drug addictions, and Oasis, supporting people suffering from gambling harm.

It runs respected services in New Zealand and Tonga and opened Fiji's first addiction treatment service last year. In February 2017 senior staff also visited Samoa, meeting the Prime Minister and senior officials to discuss starting addiction treatment services there.

Most Bridge clients have addictions to multiple substances and the service uses

The year saw the disappointing decision by the Ministry of Health not to renew funding for the Hauora Programme, leading to its closure. In seven years the partnership between Bridge and the Notorious Chapter of the Mongrel Mob helped 90 chapter members and their whānau address methamphetamine addiction. An independent review found it provided effective addiction treatment—participants committed fewer and less serious crimes, had better family relationships, and were getting back into work and education.

# ADDICTION

highly trained staff to treat these, through both day programmes and residential programmes where clients live on-site.

Its residential programmes, run in six cities from Auckland to Dunedin, were audited this year against Health and Disability Services Standards and achieved its best ever results. This follows a 12-month evaluation study by Otago University of people treated for alcohol and drug dependency through Bridge, which showed that its client recovery outcomes match those of leading international treatment programmes.

Improvements made to services in Christchurch and Palmerston North, along with both changes to the enrolment process and client pathways, will help make Bridge more accessible to clients in the future.

Māori made up 39 per cent of Bridge clients, increasing for the third year in a row. Adding to strong work by centres, management is looking to appoint a national advisor to improve service to its Māori clients.

The Salvation Army's Oasis service helped 1267 people and their families who had been directly impacted by harmful gambling. Staff also attended public events and worked with community groups, businesses, and health and social service agencies, as well as consulting with national and local government to raise awareness and combat harm. It completed assessments with 1466 people to encourage those impacted by harmful gambling to seek help.

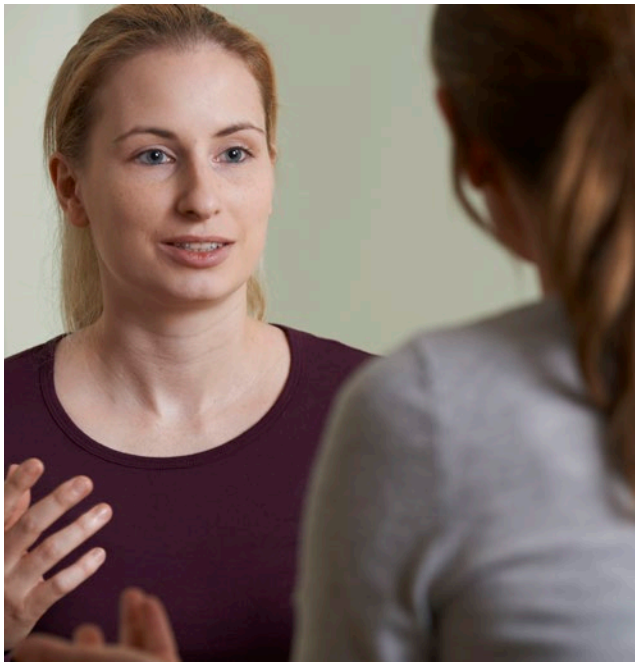
Oasis and Bridge work together to help people who need support from both services, and with new Ministry of Health figures showing 45 per cent of people suffering from gambling harm have a substance addiction, the services are looking at ways to work more closely in the future.





# ONI SERVICES

Without Bridge I don't know where I'd be. My support worker still catches up with me—which is vital to helping me stay clean and make the most of my new life. I was one of **5,470 people helped by Bridge last year.** Oasis also helped **1,267 people.**



**The Salvation Army is a Christian church and its spiritual and social services work together as joint expressions of this faith.**

The Salvation Army has 118 faith communities in New Zealand, Fiji and Tonga. About 7400 people attend a Salvation Army church service every week, and a church census during the year suggests that roughly 10,000 people would attend a service at least once a month.

These services include Recovery Churches, set up for people recovering from addiction who see the value in spiritual support to remain drug and alcohol free. Recovery churches provide additional after care and

pastoral support to members and link them with a community.

At least eight languages can be heard in services across the territory each week, including two Korean corps and services including Mandarin and Hindi. In New Zealand, The Salvation Army Māori Ministry is a vibrant and growing part of the church. Its role involves encouraging and developing the place and expression of Māori within Te Ope Whakaora, increasing cultural

# WORSHIP

# CHURCH



*Going to church has been great, the people there know me and look out for me. They'll ask how I am and encourage me and stuff.*



*Without the folk at the Messy Church we go to, my partner and I wouldn't have been able to stay drug free. They've been there for us and encouraged us in our faith—their acceptance and love has helped make the place another home for us.*



awareness and building ties with the wider Māori community. This year also saw the launch of its strategic plan, Te Ōhākī, centring around four goals of being church together, developing Māori leaders, developing whakawhanaungatanga (a welcoming an inclusive environment for all people), and pursuing justice.

The Salvation Army operates Booth College of Mission, which trains Salvation Army officers and offers tertiary-level courses in Christian Studies, which are open to the public. Its Centre for Leadership Development delivers short courses, helping to upskill people in aspects of Salvation Army work and Christian living.

More than just churches, the buildings housing Salvation Army corps are

designed to serve the wider community as well. Often these buildings house Salvation Army Community Ministries, providing welfare services to thousands, or other services such as addictions counselling. They also host community events, and each corps runs activities and services for their community ranging from sports and youth events, to community meals, parenting programmes, life skills courses and language classes.

Some corps buildings, especially those in Fiji and Tonga, are also used by the community after natural disasters. In New Zealand, corps buildings in Wellington and Whakatane were used to house and help people following earthquakes and floods this year.



# CHURCH LIFE



*When I was staying in Addington Accommodation I started reading the Bible. This was a new thing for me, not having grown up in a religious family. I've joined a Bible study with some guys who are also in recovery—we meet up weekly and look at a Bible verse or passage together. We're on a similar journey so we can talk and help each other.*



**The Salvation Army's Social Policy and Parliamentary Unit provides a voice for the voiceless, advocating to national leaders on behalf of the poor and marginalised.**

The unit produces peer-reviewed research reports, advocates to MPs and national leaders and makes submissions on Bills before Parliament. Its work is highly respected; it provides a major influence around social change and influences public debate. It focuses on five key areas of research and advocacy: housing, children, social hazards, work and incomes, and crime and punishment.

In December, the unit released a report into the post-prison reintegration system, *Beyond the Prison Gate*, assessing the system ahead of the deadline for the Government's Better Public Service target to reduce reoffending by 25 per cent. The report argued the system was failing prisoners and the public, and recommended reducing spending on prisons and increasing spending on programmes

# SOCIAL POLICY & PARLIAMENTARY UNIT

During the year the unit released three reports; its annual State of the Nation report which assesses social progress across its five key areas, and reports on youth unemployment and post-prison reintegration.

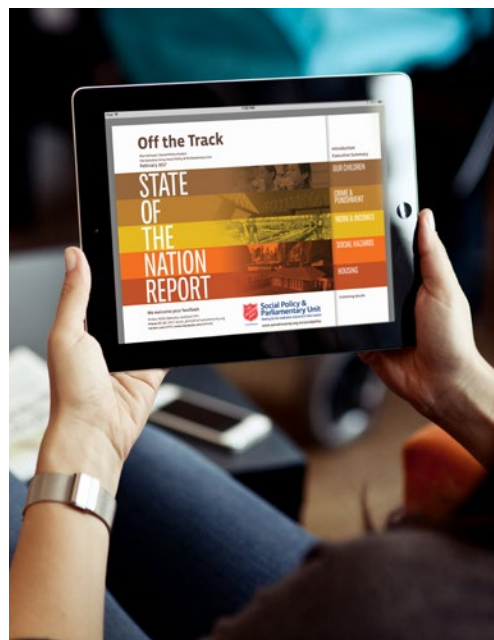
The State of the Nation report *Off The Track*, released in February 2017, raised concerns that despite progress in some areas such as employment and wage growth, in other major areas the country had stalled or gone backwards over the past decade—with homelessness and personal debt reaching their highest levels, poverty largely unchanged, and a record-high prison population.

It followed two other reports that sparked wide interest and discussion. In October 2016, a vigorous debate was stirred by the Unit's *What Next?* Report, which assessed the 750,000 young people aged 15-24 who are not in employment, education or training. The report challenged the community to ensure no young person left school without a job, training or education.

It raised recommendations such as increasing apprenticeships, requiring industries that have previously relied on overseas workers to provide plans to train and employ young New Zealanders, and addressing educational inequality.

that reduce offending and support reintegration.

The Unit made submissions on a range of legislation affecting family violence, education and children in care. Staff were also consulted by or met with community groups, business leaders and politicians from all parties about issues ranging from housing to justice.



**The Salvation Army's Emergency Services is a key part of New Zealand's response to natural disasters, working with Civil Defence and other Emergency Services to support people through crisis.**

Emergency Services was heavily involved in the response to the 7.5 magnitude earthquake near Kaikoura on 14 November 2016 and the Edgcombe floods on 5–6 April 2017. Senior staff are part of the National Welfare Group and five sub-groups overseeing national planning for disaster responses.

and underwear. They worked in the Recovery Hub, where support and welfare agencies were based, and did welfare checks on people, homes and businesses.

They worked with Civil Defence, Emergency Services, Defence Force, Māori wardens, churches and charities to help those in need—

# EMERGENCY SERVICES

Following the Kaikoura earthquake, the Army in Christchurch provided over 400 meals to the 338 people evacuated from Kaikoura over four days.

The Ashburton Corps (church) also fed and cared for 50 displaced people.

Four staff helped assisted response teams near the epicentre at Waiau and a Salvation Army mobile response unit was loaned to Civil Defence in the region.

In Marlborough, the Blenheim Corps organised community meals feeding more than 200 people, and visited people in the surrounding rural areas—some of whom were not otherwise supported. Over the next three months 39 volunteers were deployed to Kaikoura, along with significant supplies of food, water and practical items such as linen

including providing food parcels, cleaning up properties, and helping run a community fun day.

In Wellington, senior staff worked at the national command centre and the Wellington City Corps building was used by Civil Defence for an evening as an evacuation centre for people from a central city block.

After the Canterbury Port Hills fires in February staff attended five public meetings with affected residents to provide support, and were part of welfare teams that carried out door to door visits.

In March, Emergency Services helped 25 people needing shelter and clothing after flooding in Waihi. After the Edgcombe floods, Whakatane Corps acted as a recovery centre for 60 people, and supplying meals to staff at the main recovery centre and seven displaced families in the first days after the flooding.

Emergency Services deployed 48 staff, who did undertake door to door welfare visits with the regional council, and helped staff the three decontamination units—providing protective clothing and cleaning supplies to residents returning to their homes. They also worked in the recovery centre, supporting those looking for assistance—this work was ongoing at the end of the year.



**Salvation Army chaplains work across the Army's services and in the community, offering a listening ear, guidance and connecting people to other professional support.**

Salvation Army chaplains work with people in its Addiction Services, Education and Employment, Reintegration, housing and Marlborough Hospice. They also operate as military chaplains and work with people at court and in prison. In addition the Army has a rural chaplain supporting farmers and farming related businesses in Southland, an airport chaplain at Nadi Airport, and New Zealand's first racing track chaplain who is based in Christchurch.

The Army has 15 chaplains who support people and their families struggling with

students face serious barriers to learning, and having a person to listen and guide can be extremely valuable. They also provided crisis intervention or welfare support to 150 people.

A network of 11 chaplains—mostly retired Salvation Army Officers—support people, mainly over 55, who live in Salvation Army social housing, visiting them, connecting them with services and helping build friendships and a strong community.

The Army also has chaplains at five courts in Auckland, Wellington and Invercargill, who offer a listening ear and practical support

# CH/A PLAINCY

addiction, newly-released prisoners and homeless individuals. They run the Bridge service's spiritual awareness classes that were noted in the University of Otago's study as a key component of the world-class success rates this programme has achieved. They do one-on-one sessions with clients, help them connect with other Salvation Army services and run the Army's popular Recovery Churches, which allows people who have battled addictions and are on a spiritual path to meet together.

The Army's 19 Education and Employment chaplains work across 21 centres, and offered more than 1525 hours support to 1870 students and staff in the past year. These

to 3980 defendants, victims, families and staff. It is one of nine members of Prison Chaplaincy Aotearoa New Zealand, and has chaplains working in prisons in Fiji. These prison chaplains provide spiritual support, run Salvation Army Positive Lifestyle Programmes, and link people with services outside prison. They visited 2347 prisoners and supported 165 on their release this year.

*Our E&E chaplain was there to listen and to give advice if we needed. They organised weekly class meals where one class would cook for the others and we'd share lunch and talk.*





## Helping women and children, and supporting people into work, were new areas of focus for The Salvation Army's Reintegration Services this year.

The Army's Reintegration Services operates in nine centres around New Zealand, and works with people who have been in prison for more than two years and are at significant risk of reoffending, to transition back into society.

Adjusting back into society on release from prison can be extremely difficult and discouraging for people, making it more likely for them to reoffend, so this service

women a year to help them reconnect and build healthy and safe relationships with their children. This includes accommodation support where the children can stay with their mother where appropriate.

Reintegration Services staff work closely with over 30 social agencies, community groups, businesses and landlords in their community to address other barriers to making a life back

# REINTEGRATION SERVICES

supports its clients for up to a year. They provide wrap-around support for people in their own accommodation, or provide them with accommodation for three months after release and support in finding somewhere to live after that.

During the year Reintegration worked with 424 people—an increase of over 100 people from last year.

Getting work can be especially hard. To help tackle this, the service began a programme in Christchurch in 2016 with The Salvation Army's Education and Employment service—helping people with accommodation, social support, training and matching with employers. It works with people from 10 weeks before release and up to a year after they have gained work to help them stay in work and to contribute positively in their communities.

Another challenge some clients face is reuniting with family. In April 2017 Reintegration began work in Christchurch, Auckland, Wellington and Gisborne on a programme, supporting more than 40

in the community. This includes help to get a doctor and open a bank account.

A challenge this year came from the housing crisis. The stigma of having been in prison makes it harder to find somewhere to live and the lack of housing made it even more difficult for Reintegration Services clients to find a home.

The service also works in partnership with the New Zealand Prisoners Aid & Rehabilitation Society to help people who have been deported to New Zealand from other countries, working with 18 deportees in the past year.



Helping the next generation to achieve life in all its fullness is a major part of The Salvation Army's work, as it supports youth from birth to early adulthood with a wide variety of programmes.

Over the year, Salvation Army youth and children's workers ran youth groups, drop-in centres, sports events and camps for children and teenagers across the country. Its annual creative arts camp also provided professional tuition in a wide variety of creative outlets to 162 teenagers and young adults from around the country.

service, working in 12 low-decile primary and intermediate schools. They also run the Just Brass programme, providing free brass instruments and music lessons to pupils at two low-decile primary schools.

The Army also runs Jeff Farm, a Southland property gifted to the Army in 1952 for the training of young people in agriculture.

Six cadets a year are trained on the farm. Funds from the farm go towards

# CHILDREN & YOUTH

The Army ran four Early Childhood Education centres in New Zealand and partnered with the SPACE NZ Trust to provide programmes helping parents with newborn babies at eight centres around the country.

The Army's Aspire youth development programme entered its third year, helping 560 at-risk 11 to 16-year-olds across 16 locations through self-development work, community projects and outdoor adventure camps.

At a local level, The Salvation Army continues to provide a range of regional programmes tailored to community needs. This included volunteering, leadership and community engagement programmes for 250 vulnerable young people aged 12-24 in Feilding, Waitakere and Wellington, including young mums. This work, contracted from the Ministry of Youth Development, will be substantially expanded next year.

This year the Army began providing scholarships for at-risk children aged eight to 13 to attend outdoor adventure camps at its Blue Mountain Adventure Centre. Seven children attended the first camp in April, with plans to continue and expand this work in coming years.

In Christchurch, Salvation Army school support workers provide a highly valued

scholarships for other young people to study agriculture-related courses at tertiary institutions and primary industry training organisations, and to fund programmes for at-risk youth.

To ensure the best safety for the young people in its care and comply with child safety legislation, the Army launched a new child and young person protection policy last year. As part of implementing the policy, it ran 25 training sessions for over 800 staff and volunteers.



*My children have received great support from The Salvation Army and attend a number of activities that are helping build them into well-rounded, positive and confident young people. It has really given them somewhere to belong, and a great group of friends and role models to grow up with.*



The Salvation Army is committed to caring for people at all stages of their journey in life, helping people into and through their senior years.

Salvation Army Senior Services runs friendship programmes in seven centres across New Zealand, connecting with elderly people who have become isolated and providing them with a volunteer for friendship and practical support. In a society where families are increasingly spread out in different cities or countries, having someone who cares is a comfort for both the older person and their family.

Many Salvation Army centres have groups for older members and volunteers, who form a community of support, fun and friendship.

The Salvation Army has accommodation for people aged 55+ who are at risk of homelessness. It also runs Hospice Marlborough, which last year admitted 239 people into hospice care. While this facility

from West Auckland. The Army continued to care for 6819 people in Auckland, Waitakere, Waikato, Rotorua Lakes and Bay of Plenty DHBs, along with ACC and the Ministry of Health, up until the transfer was completed.

The Army's HomeCare service provided personal care, supporting people to live in their own homes with dignity for more than a decade. The entire service, including clients and staff, was transferred to VisionWest to ensure clients continued to receive the same standard of care with no jobs lost. The Army chose to transfer the business to VisionWest to focus more on its core clients—those struggling with deep-rooted poverty or acute distress, helping them achieve life to the full throughout their entire journey.

As always the Army's commitment to helping elderly people remains strong, through helping the homeless, the lonely and the dying with love and care.

# SENIOR SUPPORT

cares for dying people of all ages, the majority of its clients are elderly. It

includes a six bed in-patient ward to provide respite care, but most clients are cared for in their own homes.

During the year, The Salvation Army completed the transfer of its HomeCare service to VisionWest Baptist Home Care



The Salvation Army's New Zealand Family Stores are an important part of raising funds for the Army's work in the community.

# FAMILY STORES

The 130 stores across New Zealand collect and sell donated second-hand goods to raise funds for Salvation Army programmes, with surplus from the stores going directly towards meeting needs in the store's local community.

This can include anything from welfare services such as budgeting, counselling, housing, and life-skills, to supporting pre-school, children and youth groups, community meals and maintaining buildings for public use and as Civil Defence emergency centres. A portion of the funds are also used to support national programmes including addictions treatment and employment training.

Salvation Army Family Stores provide employment to 600 staff, along with volunteering opportunities and work experience opportunities to thousands more. This includes people who are retired or unable to work full-time due to illness or disability, but still wish to contribute to the community. Some stores also work with those who have been out of work for a long time, on education and employment courses, on community work sentences, or recovering from addiction or illness and looking to get back into work. These stores work to offer support and opportunities to train and upskill.

In taking second-hand goods, the Family Stores divert about 16,000 tonnes a year of goods on average that would have otherwise ended up in land-fills. Stores work hard

to reuse and recycle items they cannot sell, making them a popular option for the growing number of New Zealanders embracing second-hand shops as a way to recycle items and to be more environmentally and socially conscious in their shopping.

Family Stores are the face of the Army for many—they provide a pathway for some to access Salvation Army services and, where appropriate, provide items to support Salvation Army clients. In the past year more than \$400,000 worth of goods from Family Stores were provided to people in emergency situations, such as after a house fire, those being helped out of homelessness, or recovery from addiction.



*Volunteering at a Family Store gave me purpose and helped me feel like I was giving back. Getting a job as a Family Store truck driver was a huge vote of trust and acceptance for me.*

## The Salvation Army Family Tracing Service helps locate people who have become separated or estranged from their family.

For the second year running, the service has seen an increase in its case success rate when tasked with locating and contacting a person or persons. From the 125 assigned cases they processed, the team achieved an impressive 85.7 per cent success rate.

Most clients had lost contact with a family member or were looking

# REUNITING

# FAMILY

The aim of the service is to help families to reunite. This can be an emotional process which the team supports families to work through—including situations where an estranged person does not wish to renew contact with their family. It is also often used

for emergency situations, helping reach a person when a family member is dying or has died.

to locate a family member lost through adoption. In the past year, the service has seen an increase in cases of people looking for adopted siblings that they had only discovered about after a parent had died.

Under New Zealand law a court order is required before these children can access their deceased parent's file, including records of any children they may have had. The service has also helped a growing number of people with information on how to apply to the courts to find out if they have an unknown sibling.

The Family Tracing unit has also seen an increase in cases involving predatory behaviour where people have broken off contact with family or disappeared unexpectedly after being groomed online.

Official searches, where the unit tries to find someone's whereabouts, make up about half its work. The remainder is in helping people who are trying to find the name or date of birth of a possible relative, usually someone they believe has been adopted out, which can then be used to confirm that link through official records or other agencies.

The Salvation Army has run Family Tracing services since its beginnings in the United Kingdom in 1885 and in New Zealand since 1926. In cases that involve a person living outside of New Zealand, the service uses links with other Salvation Army Family Tracing units in 40 countries to help families reconnect.



In addition to its work in New Zealand, the territory also supports projects internationally to help alleviate poverty and improve lives for individuals and communities in developing countries.

Since 2010 the territory has been providing scholarships for 15 children in the Philippines to attend primary school whose families cannot afford it. In March 2017, the first five of these children graduated from junior high and will now be able to attend high school. The Army also increased its level of support during the year, by providing sponsorship for ten children to attend kindergarten.

In 2016, the territory completed its partnership project with The Salvation Army's USA Eastern Territory supporting a primary school in a low-caste community in Guwahti, Eastern India. The project saw the territory funding meals for all 50 children at the school. These were sometimes the only meals the children were able to eat for the whole day, and they played a significant role in helping these children attend school and learn.

It also provided funds to support The Salvation Army's work in Papua New Guinea, helping with renovations and maintenance of buildings used for Salvation Army personnel.

The territory is planning to take on new projects during the next financial year, supporting community health and well-being programmes, accommodation and care for vulnerable young women and the elderly in India.

The Army's child sponsorship programme supports 956 school-aged children and 172

centres serving children in 22 countries—supporting children in education, health and other factors to give them a strong start in life.

The end of the year saw the end of the territory's first corporate child sponsorship. The two year project saw Crown Worldwide NZ Limited sponsor 13 children in Fiji and Tonga who otherwise would have struggled to attend school. The Salvation Army is continuing to work with these children and their families.

For the third year running, Salvation Army church members donated more than one million dollars to contribute to the Army's international work.



# OVERSEAS DEVELOPMENT & CHILD SPONSORSHIP



For the past 26 years The Salvation Army's Blue Mountain Adventure Centre (BMAC) has been helping people of all ages build confidence and discover their potential, through adrenalin-fuelled outdoor learning experiences.

Based on the edge of Tongariro National Park, the centre runs individually designed outdoor adventure programmes for each group of visitors, based on their ability, experience and goals.

These programmes can include caving, kayaking, rafting, mountaineering, gorging, rock climbing, high ropes and mountain biking, along with a wilderness experience

In May, BMAC began an Adventure Therapy Course in partnership with the police and other agencies, working intensively with families to resolve and prevent family violence. This has seen a BMAC staff member counselling four families, who also attended a camp at the centre.

This course is an extension of the work BMAC already has in place in assisting the police

# BLUE MOUNTAIN ADVENTURE CENTRE

with a local family violence prevention course.

The centre runs a half-day programme each month for families on this course and their work has been commended by local police.

tramping and camping in the park. Activities are designed to test and grow each camper under the guidance of highly qualified and experienced staff. The centre consistently meets benchmark National Safety Standards.

This past year it ran camps for 1586 people, from school groups—including students from four new schools this year—as well as camps for an international group from the United States of America. It also ran camps for families, businesses and church groups.

For a number of years, staff have been teaching New Zealand Qualification Authority approved Unit Standards in areas of Outdoor Education to some groups when requested and this continued this year.

In addition, the centre works with vulnerable young people and families. During the year it ran camps for over 443 at-risk teenagers through The Salvation Army's Aspire youth development programme, and began work with a local youth worker running three camps for vulnerable youth from the area—including a Suicide Prevention camp and two camps for teenagers in trouble with the law.



# OTHER HIGHLIGHTS

## **Amplify**

Using performance arts in innovative ways has long been a big part of The Salvation Army's history. In New Zealand, the Army continues to encourage this through its annual weeklong 'Amplify' creative arts camp for 15 to 30-year-olds. The camp offers a range of classes, from traditional arts and music, to event management, hospitality and creative community—along with social fun and spiritual teaching. Almost 200 people, including leaders, attended this year's camp.



## **Just Brass**

Run by the Army's Christchurch City Corps, the Just Brass programme provides free brass lessons and loan instruments to primary school pupils in two local low-decile schools, who might otherwise be unable to afford music lessons. This year 45 pupils enjoyed lessons, weekly band practice, holiday camps and concerts, with this programme being treasured by parents for the educational and social benefits that learning music and being in a band gives their children.



## **Alexandra Community Garden**

The Salvation Army's Alexandra Community Garden tasks volunteers with growing 22 types of vegetables, which are given to almost 500 adults with 84 children in need as identified by the Army and other agencies. They also chop and deliver firewood in winter, and its volunteers and support workers offer to the community recipes, tips and the ability to link to other services. The gardens won the 2017 Trust Power Central Otago District Community Awards, putting it into the finals for the Trust Power National Community Awards.





# GHIGHLIGHTS

## **Hamodava**

One of the world's oldest fair trade brands was relaunched by The Salvation Army this year. Hamodava was set up by The Salvation Army in 1897, producing ethically grown coffee, tea and cocoa to help fund The Salvation Army's work here and in Australia. The brand has recently been revived by the Army in New Zealand, and now sells ethically-sourced coffee and hot chocolate online to generate funds in support of the Army's work. This project is run in partnership with Mobile Coffee.



## **Community Finance**

Access to funds can be the key to transform a life. Working with Good Shepherd, The Ministry of Social Development and BNZ, The Salvation Army offers low and no-interest loans for people who can't get bank loans. Clients work with a budgeter and loans are for items such as a car to find or keep work, or medical treatment. In the past year the scheme expanded to 21 sites and gave out 247 loans.



## **The Foodbank Project**

The Foodbank Project, a world-first online store where people can donate funds towards the purchase of items for Salvation Army foodbanks, saw substantial growth this past year. It expanded to supply 11 foodbanks, with donors giving over \$234,000 of items and funds. Along with New Zealanders who give to their local foodbank, the site has attracted donors from seven other countries ranging as far as Indonesia, Israel and Canada.



In order to provide its vital social services to Kiwis in need, The Salvation Army relies on the continued support and generosity of the New Zealand public.

Our donors, made up of generous people, organisations and businesses, are diverse and choose to support our work for different reasons. This support comes in many forms, from individuals who donate money, goods, services and their time via our fundraising appeals, to corporate partnerships, bequests and grants from trusts and foundations.

## **Appeals**

The Salvation Army runs three annual major fundraising appeals, the Red Shield Appeal in May, a Winter Appeal in July and a Christmas Appeal in November. Our appeals, which include direct mail, advertising and street

## **Leaving a Legacy**

For Kiwis who choose to leave a gift in their will towards the work of The Salvation Army, they can be assured that their legacy allows us to help make New Zealand a better place to live for all in years to come. Some of these supporters are clients who have been helped by the Army in the past, while others choose to leave us a gift because they trust we will put it to the best use in the community.

## **Grant funding**

Funding support from generous trusts and foundations, are key to our provision of social service programmes and projects throughout

# THANKS FOR YOUR SUPPORT

collection components, combine to raise much needed funds that directly support the work of our social service centres across New Zealand. These centres combine to help over 120,000 people in need annually, through the provision of wide-ranging support from food parcels, budgeting advice and advocacy, to temporary accommodation and counselling—all made possible thanks to community support.

## **Business Support**

Support from generous businesses has become a vital part of our work, with companies such as Countdown, The Warehouse Group, Wattie's, Kmart and OCS, providing valuable assistance throughout the year. This assistance is often seen publicly via popular activities including the Kmart Wishing Tree Appeal, Wattie's Cans For Good, Countdown Food Rescue, Warehouse Stationery 'Add a Dollar' campaign and the Resene 'Hunger for Colour' events.

New Zealand. We are fortunate to have a great working relationship with many of these organisations and they have become a reliable partner in our work.

## **True Heroes**

In the past year, The Salvation Army re-launched its regular giving programme as True Heroes, which offers people a convenient way to donate by making regular payments automatically from their bank account or credit card. All funds generated from this programme go directly towards helping people in crisis across New Zealand.

## **Thank you**

The Salvation Army gratefully acknowledge its supporters and partners for the crucial role they play in improving the lives of tens of thousands of people living in crisis each year. Thanks to your decision to care for others in need, you are helping us give our clients genuine hope for a brighter future.

# BUSINESS SUPPORT

The Salvation Army gratefully acknowledges the wonderful support from a wide range of business partners. These valued supporters include:



- |                                  |                                   |
|----------------------------------|-----------------------------------|
| Adept Ltd                        | McCain                            |
| Bunnings Warehouse               | Onesight NZ                       |
| Cadbury Confectionery Ltd        | Quality Hotel                     |
| Context Architects Ltd           | RJ's Licorice Ltd                 |
| D & J Lai                        | Safeway Scaffolding               |
| Exposure International           | Smith & Smith                     |
| Harcourts Cooper & Co Browns Bay | Te Wharau Investments Limited     |
| JB Were                          | Titan Imports                     |
| Kelloggs                         | TSB Bank Ltd                      |
| Lucid                            | Womens Christian Temperance Union |
| Marsh Ltd                        |                                   |

The prudent management of people, property and financial resources is crucial to The Salvation Army's ability to fully engage in and sustain its mission of caring for people, transforming lives and reforming society.

Commissioned officers who are recognised ministers of religion provide leadership in The Salvation Army. The Territorial Commander of The Salvation Army New Zealand, Fiji and Tonga Territory is Commissioner Andrew Westrupp. Second-in command is Chief Secretary Colonel Willis Howell.

to provide services on a daily basis, while ensuring such services remain relevant, sustainable and viable for the future.

The Salvation Army's current financial position is the result of 134 years of service in New Zealand, combined with the Army's deeply-held belief in its duty as a cautious

# OUR GOV

The Territorial Commander is the chair of the Territorial Governance Board (TGB), providing strategic leadership and governance. The TGB has a board wide membership of the NZ Institute of Directors.

The Chief Secretary is the chair of the Territorial Management Board, providing operational leadership under the delegation of the TGB.

Regionally-based management operations direct the localised work of the Army in New Zealand, Fiji and Tonga. There are also three nationally managed social service programmes: Addiction, Supportive Accommodation and Reintegration Services, Education and Employment, and Salvation Army Social Housing.

## Financial stewardship

The ability of The Salvation Army's trustees and senior management to govern and direct the Army's ongoing work to help people in need as effectively as possible is dependent on diligent financial management.

Without this, the scope of The Salvation Army's work would be significantly diminished and many of its social services would cease to exist. The Army's policies around managing surpluses, reserves, assets and investments recognise the need

and conscientious custodian of the funds entrusted to it. For the year ending 30 June 2017, The Salvation Army recorded an \$11.3 million operating surplus. This is a decrease of \$8.0 million on the previous year's surplus.

Surpluses tend to vary greatly from year to year due to fluctuations of income and expenditure, which are the nature of social service organisations' business. The 2017 reduction in surplus reflected reduced investment income and the non-recurrence of prior year sale of property.

The key financial tools used to manage and fund The Salvation Army's operations are reserves, investments and assets.

## Reserves

Reserves are funds to be used for specific purposes:

- To provide working capital to meet unforeseen events. Without reserves The Salvation Army would not have been able to adequately and rapidly respond to sudden spikes in service demand resulting from events such as the 2008 global financial crisis or the 2010 and 2011 Canterbury earthquakes.
- To ensure continuity of services. Some services viewed as critical to The Salvation Army's mission and of



significant benefit to society are unable to break even for periods. For instance, supportive accommodation centres in Christchurch and Auckland—for those who would be otherwise be homeless—have required subsidising from reserves for significant periods. Without this support, these homes would not be able to continue their programmes and several hundred clients would again find themselves homeless,

operations until the principal is required. Net returns from investments do not provide adequate income to meet the level of need the Army's services are asked to meet. Public donations assist in making up the shortfall.

### **Assets**

Salvation Army assets consist mainly of land and buildings. They reflect the Army's national presence and the variety of programmes provided. The majority of properties are

# FINANCIAL

with worrying consequences for these people and wider society. Payments for contracted government services such as addiction treatment, social work support for children at risk and employment training for some of the country's most disadvantaged often do not fully cover the costs of the service. As these services are deemed critical, The Salvation Army subsidises them from reserves. Another example of implementation of reserves for social good was using them to establish the specialist Hauora Programme—a highly successful initiative for the treatment of methamphetamine addiction.

- To meet specific objectives of donors and benefactors, which must be held until the intended purpose of the donations can be realised.
- To provide land, buildings and assets required for the purpose of the mission.
- To enable the development of new programmes.

### **Investments**

Investments are income set aside to provide ready resources to ensure The Salvation Army mission can continue into the future. Funds are invested prudently to give priority to protecting the principal, while providing income to assist

designed for specific purposes, such as safe and secure accommodation for residential addiction treatment, emergency housing for mothers and their children, and Community Ministries centres housing food banks and facilities for social workers, budget advisers, counsellors and their clients. These properties are used in the provision of services, and do not normally generate a financial return.

### **The Salvation Army New Zealand Trust**

The Salvation Army New Zealand Trust is a Registered Charity in accordance with the Charities Act 2005 and its Deed sets out how the Trustees are to govern and manage the Army's activities, properties and funds. The Deed empowers the Trustees to undertake activities that are consistent with the Army's objectives, which include advancing education, relieving poverty and other charitable services of benefit to our communities.

All donations received by The Salvation Army New Zealand Trust from the general public, businesses, trusts and foundations are used to support the operational costs of running The Salvation Army's Community Ministries in New Zealand, unless directly specified otherwise.



**Commissioner Andrew Westrupp (Trustee)**

Andrew Westrupp has been Territorial Commander since January 2017, providing spiritual leadership and administrative direction with a focus on governance and strategy.

is a qualified Myers Briggs facilitator. She is passionate about exploring and progressing opportunities for women in leadership within The Salvation Army.

**Colonel Willis Howell (Trustee)**

Willis Howell took up his position as second in-charge of The Salvation Army's work in

# GOVERNIAN

Andrew has been a Salvation Army Officer for 37 years and has served in church and executive leadership roles in New Zealand and as Territorial Leader of Papua New Guinea prior to becoming territorial leader of New Zealand, Fiji and Tonga alongside wife Yvonne. He believes in the mission of the Salvation Army—Te Ope Whakaora—the Army that brings life and is passionate about the renewed focus on this with all the opportunities that brings.

**Commissioner Yvonne Westrupp**

Yvonne Westrupp is a member of the Executive Leadership Team for the Territory. She serves as the Territorial President of Women's Ministries. Yvonne has served in church and territorial leadership roles in New Zealand and Papua New Guinea alongside her husband Andrew. Yvonne was a teacher before becoming a Salvation Army officer and

New Zealand, Fiji and Tonga in 2014. His role is similar to a CEO, overseeing the day-to-day management of the Army. Willis spent 10 years as a professional musician in the United States Navy before becoming a Salvation Army officer in 1985. He served in church, youth and divisional leadership in the United States and as President/Principal of the USA Southern Territory's Evangeline Booth College. Before moving to New Zealand, Willis was Divisional Commander for the North and South Carolina Division.

**Colonel Barbara Howell**

Barbara Howell currently serves as the Territorial Secretary for Women's Ministries across New Zealand, Fiji and Tonga, working to connect and empower women in the territory. She also is part of the Executive Leadership Team for the Territory. Barbara trained as

a respiratory therapist before becoming a Salvation Army officer and has worked in church, youth and divisional leadership and as Assistant Principal of the USA Southern Territory's Evangeline Booth College.

### **Lieut-Colonel Rod Carey (Trustee)**

As Territorial Secretary for Programme since January 2013, Rod oversees church and social service programmes. He led Salvation Army churches for 23 years, in New Zealand and in Sydney, Australia, and was the Divisional Commander, Central Division, prior to his current appointment. Rod wants to give clear vision and see growth for the Army today.

### **Lieut-Colonel Jenny Carey**

Jenny has served as the Territorial Assistant Secretary for Programme since January 2013. She oversees the Youth, Children, Overseas Development, Planned Giving and Data Analysis teams along with territorial events. Prior to this she was a divisional

leader in the Central Division for six years and a corps officer for 23 years in five corps appointments, including in Sydney, Australia.

### **Captain Gerry Walker (Trustee)**

Gerry Walker oversees The Salvation Army's Human Resource functions associated with supporting lay personnel, volunteer staff and Salvation Army officer deployment. He is also The Salvation Army's Privacy Officer. Gerry became a Salvation Army officer after 27 years working for the Ministry of Social Development (MSD). His final role at MSD was Regional Director, South Auckland. Gerry has served as the Salvation Army's Northern Division Community Ministries Secretary and National Director, Addiction, Supportive Accommodation and Reintegration Services.

### **Major Lorraine LePine (Trustee)**

Lorraine LePine took up her position as Assistant Territorial Secretary for Personnel in April 2014. In addition to overseeing Human Resource functions associated with supporting lay personnel, volunteer staff and Salvation Army officer deployment, Lorraine also oversees pastoral support of Salvation Army officers. Lorraine was appointed as a Trustee on 14 September 2016. Prior to becoming a Salvation Army Officer Lorraine was a primary school teacher. Since 1980 Lorraine has served in church leadership and as the Divisional Secretary for Personnel in the South Island.

### **Lieut-Colonel David Bateman (Trustee)**

David Bateman has been an officer for 29 years. As Territorial Secretary for Business, he is responsible for all business matters including finance, property, audit, commercial,

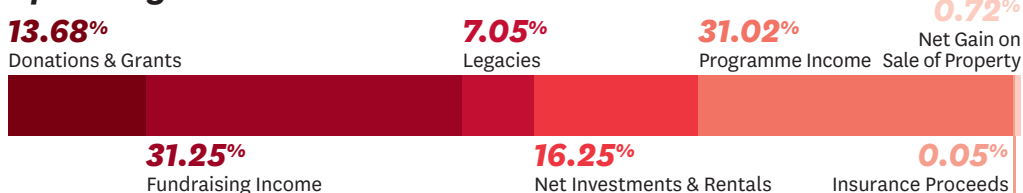
# NICE BOARD

public relations, communications and IT. David has previously been a corps officer and held a wide range of business-related appointments including IT manager, Trade Secretary, Assistant Personnel Secretary (Administration) and various roles in the Finance Department, including Financial Secretary from 2010 to March 2016.

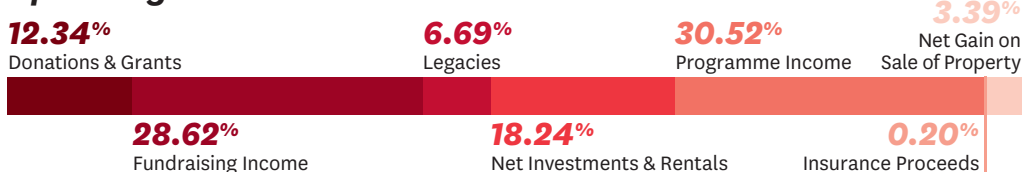
**All board members are also members of the Institute of Directors in New Zealand (Inc).**

# SUMMARY FINANCIAL STATEMENTS

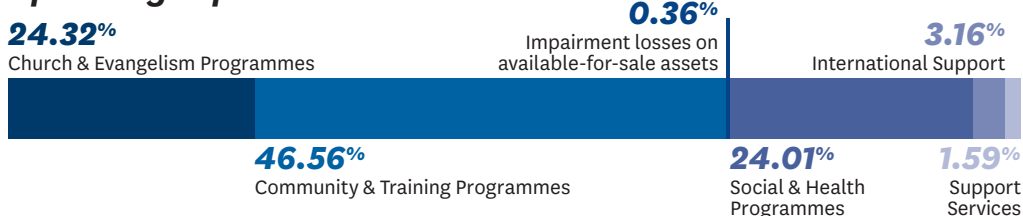
## Operating Income 2017



## Operating Income 2016



## Operating Expenses 2017



## Operating Expenses 2016



## Summary Statement of Financial Performance

for the year ended 30 June 2017

	2017 \$000	2016 \$000
Operating Income (total revenue)	143,512	150,960
Operating Expenses (total expenses)	132,881	131,767
Operating Surplus	10,631	19,193
Net Surplus from discontinued operations	650	79
Net Surplus for the year	11,281	19,272



## Summary Statement of Comprehensive Income

for the year ended 30 June 2017

	2017 \$000	2016 \$000
<b>Operating Surplus</b>	<b>11,281</b>	<b>19,272</b>
Net fair value gains/(losses) on available-for-sale financial assets	4,931	(18,201)
<b>Total Comprehensive Surplus for the period</b>	<b>16,212</b>	<b>1,071</b>

## Summary Statement of Changes in Equity

for the year ended 30 June 2017

	Available for Sale Reserve	Retained Earnings	Total
As at 1 July 2015	35,352	471,432	506,784
Total Surplus for the period	-	19,272	19,272
Other Comprehensive Income	(18,201)	-	(18,201)
<b>Total Comprehensive Income for the period</b>	<b>(18,201)</b>	<b>19,272</b>	<b>1,071</b>
<b>As at 30 June 2016</b>	<b>17,151</b>	<b>490,704</b>	<b>507,855</b>
As at 1 July 2016	17,151	490,704	507,855
Total Surplus for the period	-	11,281	11,281
Other Comprehensive Income	4,931	-	4,931
<b>Total Comprehensive Income for the period</b>	<b>4,931</b>	<b>11,281</b>	<b>16,212</b>
<b>As at 30 June 2017</b>	<b>22,082</b>	<b>501,985</b>	<b>524,067</b>

## Summary Statement of Financial Position

for the year ended 30 June 2017

Equity	2017 \$000	2016 \$000
<b>Retained Earnings</b>		
Capital Fund	250,802	228,665
Restricted Purposes	63,488	63,730
Designated Purposes	170,046	185,172
General Fund (Unrestricted Purpose)	17,649	13,137
<b>Total Retained Earnings</b>	<b>501,985</b>	<b>490,704</b>
<b>Other Reserves</b>		
Available for Sale	22,082	17,151
<b>Total Equity</b>	<b>524,067</b>	<b>507,855</b>
Non-Current Assets	482,793	466,509
Current Assets	78,287	79,026
<b>Total Assets</b>	<b>561,080</b>	<b>545,535</b>
Current Liabilities	16,730	17,340
Non-Current Liabilities	20,283	20,340
<b>Total Liabilities</b>	<b>37,013</b>	<b>37,680</b>
<b>Total Net Assets</b>	<b>524,067</b>	<b>507,855</b>

# Summary Statement of Cash Flows

for the year ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>Cash from Operating Activities</b>		
<b>Net Surplus</b>	<b>11,281</b>	<b>19,272</b>
<b>Adjusted for</b>		
Non-cash and non-operating items	(1,128)	(9,528)
Changes in working capital assets and liabilities	(3,112)	1,425
<b>Net Cash Flow from Operating Activities</b>	<b>7,041</b>	<b>11,169</b>
<b>Net Cash Flow from Investing Activities</b>	<b>(11,208)</b>	<b>(9,422)</b>
<b>Net Cash Flow from Financing Activities</b>	<b>-</b>	<b>-</b>
Net increase/decrease in cash and cash equivalents	(4,167)	1,747
Cash and cash equivalents at the beginning of the year	6,562	4,815
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>2,395</b>	<b>6,562</b>

## Notes to the Summary Financial Statements

for the year ended 30 June 2017

### 1 SIGNIFICANT ACCOUNTING POLICIES

#### Reporting Entity

The Salvation Army New Zealand encompasses all activities of The Salvation Army in New Zealand and is administered under powers of attorney issued by 'The General of The Salvation Army' being a corporation sole under the terms of The Salvation Army Act 1980 (United Kingdom). The Salvation Army New Zealand includes The Salvation Army New Zealand Trust, the Booth College of Mission Fund and the Jeff Farm Trust.

The principal activities of The Salvation Army are the provision of:

- Evangelism programmes
- Community programmes
- Social Services, and
- International programmes

#### Basis of Preparation

The summary financial statements are presented for The Salvation Army in New Zealand and are for the year ended 30 June 2017.

They comply with Public Benefit Entity Standards (PBE Standards), as appropriate for Not-For-Profit Public Benefit Entities (PBEs) in Tier 1. The Salvation Army New Zealand is a PBE for the purposes of complying with NZ GAAP.

The full financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP). They comply with New Zealand PBE Standards, and other applicable Financial

Reporting Standards, as appropriate for Public Benefit Entities (PBEs).

The full and summary financial statements were authorised for issue by the Territorial Governance Board on 21 September 2017.

The summary financial statements have been prepared in accordance with FRS 43 Summary Financial Statements and comply with NZ GAAP as it relates to summary financial statements.

The specific disclosures included in the summary financial statements have been extracted from the full financial statements dated 21 September 2017.

The summary financial statements cannot be expected to provide as complete an understanding as provided by the full financial statements.

The full financial statements are available on request by writing to:

The Secretary for Business Administration  
The Salvation Army New Zealand  
P O Box 6015  
Wellington 6141

The full financial statements have been audited and an unmodified audit opinion was issued on 21 September 2017.

The summary financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000).

## 2 EQUITY

### Retained Earnings

#### Capital Fund

Capital Fund comprises that part of the equity of The Salvation Army New Zealand, which has been used to finance the purchase of property, plant and equipment, and is therefore no longer available for either that purpose or to finance operating expenses.

#### Other Funds

Funds comprise appropriated income that has been set aside (instead of being spent on operating expenses) in order to provide ready resources to meet the financial requirements of The Salvation Army New Zealand (other than payment of expenses) and also to meet the specification of donors or benefactors.

Funds are classified as follows:

**Restricted:** Amounts of which The Salvation Army New Zealand has authority to spend income and/or

capital, but subject to a restriction imposed by the donor as to the objects upon which or the area in which, they may be spent.

**Designated:** Amounts of which The Salvation Army New Zealand has authority to spend the income and/or capital but which have been designated for particular purposes by The Salvation Army New Zealand in the exercise of its discretionary powers.

**Unrestricted:** Amounts of which The Salvation Army New Zealand has authority to spend the income and/or capital, which have not been designated for particular purposes by The Salvation Army New Zealand.

### Other Reserves

**Available for sale reserve:** To record the current balance of all unrealised gains and losses related to the holding of financial assets.

## 3 CAPITAL COMMITMENTS

	2017 \$000	2016 \$000
Capital Commitments	15,762	31,222

Estimated capital expenditure contracted for at balance date but not provided for.

## 4 CONTINGENT LIABILITIES

There are no contingent liabilities at financial year end (2016: \$NIL).

## 5 CONTINGENT ASSETS

At year end there was no contingent assets.

## 6 DISCONTINUED OPERATIONS

During the year The Salvation Army sold its contracts for the provision of Homecare services.

The results of these contracts are presented below:

	2017 \$000	2016 \$000
Revenue	14,247	17,443
Expenses	13,597	17,364
<b>Operating Surplus</b>	<b>650</b>	<b>79</b>

Liabilities in relation to the discontinued operations were \$20,000 at year end (2016 \$1,613,000).

## 7 TRANSACTIONS WITH RELATED PARTIES

The Salvation Army New Zealand has transactions with other Salvation Army entities. These include The Salvation Army International Headquarters (IHQ), Fiji and Tonga and The Salvation Army New Zealand Officers Superannuation Scheme.

Transactions include an administration levy to assist in the operations of IHQ, grants to IHQ, Fiji and Tonga and contributions to The Salvation Army New Zealand Officers Superannuation Scheme.

	2017 \$000	2016 \$000
Administration Levy and grants to IHQ	1,582	1,627
Grants paid to Fiji	1,926	2,841
Grants paid to Tonga	570	670
Cost of Officers Super Scheme	679	716
	<b>4,757</b>	<b>5,854</b>

Balances at year end include monies invested on behalf of Fiji and Tonga and other amounts owing in relation to grants due at year end. Outstanding balances at year-end are unsecured, interest free and settlement occurs in cash.

## 7 TRANSACTIONS WITH RELATED PARTIES (continued...)

	2017 \$000	2016 \$000
<i>Balances due to/(receivable from)</i>		
IHQ	(34)	(104)
Fiji	1,245	1,178
Tonga	472	409
	<b>1,683</b>	<b>1,483</b>

## 8 EVENTS AFTER THE BALANCE SHEET DATE

There were no events subsequent to balance date.



## Independent Auditor's Report

### To the Territorial Commander and Chief Secretary of The Salvation Army New Zealand

The summary financial statements on pages 38 to 42, which comprise the summary statement of financial position as at 30 June 2017, the summary statement of financial performance, summary statement of comprehensive income, summary statement of changes in equity and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of The Salvation Army New Zealand ("the Army") for the year ended 30 June 2017. We expressed an unmodified audit opinion on those financial statements in our report dated 21 September 2017. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Army.

This report is made solely to the Territorial Commander and Chief Secretary of the Army as attorneys for the General of the Army. Our engagement has been undertaken so that we might state to the Territorial Commander and Chief Secretary of the Army as attorneys for the General of the Army those matters we are required to state to them in our report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Territorial Commander and Chief Secretary of the Army as attorneys for the General of the Army, for our work, for this report, or for the opinions we have formed.

### Responsibilities of the Territorial Commander and Chief Secretary of the Army as attorneys for the General of the Army for the Financial Statements

The Territorial Commander and Chief Secretary of the Army as attorneys for the General of the Army are responsible for the preparation of summary financial statements in accordance with FRS-43: *Summary Financial Statements*.

### Auditor's Responsibilities

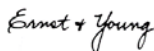
Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA(NZ)) 810, "Engagements to Report on Summary Financial Statements."

We provide taxation advice and other assurance services to the Army. We have no other relationship, or interest in the Army.

Partners and employees of our firm may deal with the Army on normal terms within the ordinary course of trading activities of the business of the Army.

### Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the Army for the year ended 30 June 2017 are consistent, in all material respects, with those financial statements, in accordance with FRS-43.



Wellington  
21 September 2017





CARING  
FOR PEOPLE  
TRANSFORMING  
LIVES  
REFORMING  
SOCIETY

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[salvationarmy.org.nz](https://salvationarmy.org.nz) | phone 0800 53 00 00

Give a Gift of Hope at [salliesgiftsofhope.org](https://salliesgiftsofhope.org)

## INCLUDE US IN YOUR WILL

Help other New Zealanders long after you've gone.

Ask for our free Wills and Bequests booklets:

phone 0800 53 00 00 | email [wills@nzf.salvationarmy.org](mailto:wills@nzf.salvationarmy.org)

The Salvation Army, Free Wills Booklets, PO Box 27001,  
Marion Square, Wellington 6141

## BE A HERO

Sign up to our True Heroes regular giving programme, and help Kiwi families in crisis:

[salvationarmy.org.nz/TrueHero](https://salvationarmy.org.nz/TrueHero)



For all enquiries contact the Public Relations Department on (04) 382 0744

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New Zealand, Fiji and Tonga Territory

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