

An Anchor In Uncertainty

Annual Report 2020–2021





Māori anchor design by Mark Hawkins.



**God is our refuge and strength,
a very present help in trouble.**

Psalm 46:1

**Ko te Atua tō tātou piringa, tō tātou kaha;
he kaiāwhina e tino tata ana i nga wa o te hē.**

Ngā Waiata 46:1

**A nodai drodro kei na noda kaukauwa na Kalou,
Sa voleka sara me vukei keda ni da sa rarawa.**

Na Same 46:1

**Pita Parmeshwar hamara sharan aur taakat hai.
Aur hamesha saath detha hai museebat me.**

Bhajno 46:1

**Ko E hūfanga ‘a e ‘Otua kiate kitautolu, mo ha
mālohi, Ko e tokoni ‘i he mamahi mātu‘aki ofi.**

Ko E Saame 46:1

**O le Atua, o lo tatou malu ia ma *lo tatou* malosi;
e fai o ia ma fesoasoani silisili i puapuaga.**

Salamo 46:1

From Our Territorial Commander

I'd love to be introducing this year's Annual Report by saying that our work is complete—poverty is gone, resources are distributed equally and the ongoing effects of deprivation are no longer seen in Aotearoa.

Unfortunately, that is not the state of play in the New Zealand, Fiji, Tonga and Samoa Territory. The Salvation Army's mission to care for people, transform lives and reform society by God's power is as relevant and necessary today as ever. With the help of our partners, donors, officers, staff and volunteers, The Salvation Army strives to be an anchor in times of turbulence.

In these times of uncertainty, we pray for those affected by Covid-19, especially for people who have lost loved ones to this pandemic. Many others are pushed further into poverty by this scourge, and these are our people.

We are the Army That Brings Life, Te Ope Whakaora. This drives all that we do. We do not give up. We continue to be there for the least and the lost. That's not to say we don't feel frustrated that levels of ingrained poverty and related issues remain—we do. Our work to transform society is as needed today as it was when the Army was established in East London in 1865.

Our job to serve reaches into many aspects of life. It often begins with someone coming through our doors needing immediate help. Our officers and staff are trained to offer help to those needing practical assistance, those feeling hopeless, those facing injustice, and those for whom all hope is lost, with love and acceptance.

Our addiction services continue to support people on the road to recovery. Our suite of wraparound services help arm people with the tools needed to take practical steps and, most importantly, offer hope for the future.

As a Christian movement that works in the community, we continue to adapt to the changing

landscape and have become adept at online and telephone assessments and meeting our clients remotely to offer continuous support.

The road to wholeness—mentally, spiritually and physically—can be long and challenging, but we do not despair. Motivated by the love of God, we continue to fight for those at the margins of society.

'When you face stormy seas I will be there with you with endurance and calm'
(Isaiah 43:2, The Voice).



Commissioner Mark Campbell

Territorial Commander (Board Chair)

New Zealand, Fiji, Tonga and Samoa Territory



Honouring Te Tiriti o Waitangi

Te Tiriti o Waitangi (The Treaty of Waitangi) is the foundation of bicultural partnership between Māori and Tauīwi (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 Tauīwi 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.

Ko Te Tiriti o Waitangi te tūāpapa o te whakaaetanga o te kōtuinga tūturu i waenga i te iwi Māori me Tauīwi 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 Tauīwi 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 Ōhākī (The Salvation Army Maori Ministry Strategic Plan—2015 to 2025) has been developed and agreed to by the Governance Board with the purpose of casting a 10-year vision for how The Salvation Army will seek to honour Te Tiriti o Waitangi.

Our Wider Community

Fiji

Due to the Covid-19 crisis within the Fiji Division, it would be fair to state that we are not proceeding as expected.

Food assistance, additional aid, nappies, sanitary products and a small number of fishing nets have been distributed throughout Fiji. In partnership with Can-Do, we helped establish 50 large home gardens in Lautoka, Ba and Tavua. We have partnered with a local supermarket to get food supply through to the communities in need. The division's officers and staff continue to engage in meeting needs in Jesus' name as they arise.

The Fiji Division welcomed three new lieutenants after their commissioning and ordination in 2020 and eight cadets into the School For Officer Training in 2021.



Lieutenants Rupeni and Eleni Daucakacaka of Taveuni Corps in Fiji, with their children.

The Salvation Army responded to tropical Cyclones Yasa and Ana by opening evacuation centres, and taking aid to towns around Labasa, Savusavu, Rakiraki and Taveuni. This was food and clothing assistance, with a small number of medical supplies delivered to Labasa. The Army responded to needs on Kadavu with two officers travelling to the island with gardening supplies for villages, in partnership with ADRA. In addition, there were supplies sent to the island of Ovalau and remote villages as requested. After Cyclone Ana there was response to Labasa, Savusavu, Rakiraki and Taveuni.

Planning is underway, with the help of New Zealand's Ministry of Foreign Affairs and Trade, to establish a drug and alcohol rehabilitation centre in Fiji. This is currently looking like a partnership with a Suva-based Seventh Day Adventist medical clinic. This has had to be put on hold until 2022 due to the pandemic.

The Salvation Army has assisted in the prison aftercare programme with inmates' children's education, registration for social welfare, income generating projects for women and also with ongoing support due to the Covid-19 crisis.

Tonga

Praise God! Still no Covid-19 in Tonga.

The strict border controls keeping the Covid-19 virus out of Tonga have been accepted and even welcomed by the majority of Tongans. The upside is that Tongans have had the freedom to conduct business as usual within its borders with little to no restriction on movement. The downside of this is that as well as keeping Covid-19 out, it has also kept out tourists, nationals trying to get back and skilled foreign workers earmarked to facilitate major projects. The economic downturn resulting from restrictions continues to place financial pressure on many.

Within this isolated kingdom, The Salvation Army continues to operate to 'bring life' on a daily basis to many in hardship and distress.

The Alcohol and Drug Awareness Centre (ADAC) continues to see an increase in demand for services. This year the ADAC team have been asked by external service providers to provide specialised educative short courses. Anger Management courses were conducted in Hu'atolitoli Prison for staff and inmates. Pre-departure preparation courses were run for RSE seasonal fruit pickers with a particular focus on protecting themselves from the harmful influences of drugs and alcohol. A regular weekly talkback radio broadcast also assists with community awareness and tackles issues associated with alcohol and other drugs.

More than a hundred families are supported through The Salvation Army Child Sponsorship





Programme with a primary focus on providing for educational requirements—including school fees, uniform and school stationery. A new focus on community development will see communities work towards self-reliance and sustainability, with a wider spread of sponsorship funds to facilitate this.

Early Childhood Education continues to be a priority in the kingdom, with one of our kindergartens celebrating its silver jubilee (25 years) in 2021.

One of the ways the Army fulfils its mission of caring for people is by assisting those with disabilities and the elderly with incontinence support. Restoring dignity to the affected and lightening the burden for caregivers is greatly appreciated. This, along with other Community Ministries assistance in the form of food parcels, medical supplies and household items, provides an opportunity for a practical expression of our faith in action.

Samoa

The Salvation Army Samoa has continued to thrive and grow this year. E lelei le Atua—God is good!

In January 2021, the first-ever Samoa Region Amplify camp was held, followed by the first-ever Samoa Youth Councils event in July—giving the youth of our region opportunities for creativity, growth, service and spiritual education.

With the generous support of New Zealand’s Ministry of Foreign Affairs and Trade, Addiction Services passed the milestone of more than 1000 clients graduating the Faletalatala (A Place to be Solution Focused) programme over the past

three years. A special graduation was held in May for the Faleola O Tupu (House of Life and Growth) programme. Thirteen recent parolees engaged in an intensive 16-week programme supporting life change.

The words of clients from both programmes who have participated speak of the transformation that is occurring:

‘I thank God for this programme, and I thank God for blessing me with the opportunity to learn life lessons and respect for myself to overcome the problems that alcohol has caused in my life. I am able to control my thoughts and be humbly aware of the dangers alcohol can cause if I don’t make the right choices for my future. I am no longer drinking, and I feel the difference in my health. I have more energy and more money in my pocket. My family is proud of me and the changes they see in me. I am attending church faithfully now and working on my spiritual walk with the Lord.’

The alcohol and other drug (AOD) team were humbled to be asked by the Samoan Government officials to deliver a psycho-education programme at Tanumalala Prison. Starting in August 2021, small groups of people in custody are participating in a six-week programme—including Recovery Church each week. This will continue, with every person in prison receiving this support over the next few years.

The Salvation Army has developed and delivered the ground-breaking Tutuga Taume programme which offers a certificate level non-formal qualification for people working in this field. This is the first AOD and mental health training programme of its kind to be offered in Samoa.

Ia Vi’ia le Atua—Praise the Lord for his continued faithfulness to The Salvation Army and the people of Samoa.



Samoa Region Amplify group, 2021.

Advocacy and Support

The year began with uncertainty for our territory as we predicted massive, ongoing effects from the Covid-19 pandemic. This has played out, particularly in Fiji, and we continue to support our communities facing health and hardship difficulties. Here are some highlights.

Social Policy and Parliamentary Unit

In New Zealand, we have seen low unemployment and a relatively strong economy but, paradoxically, further entrenchment of those living in abject poverty.

The Salvation Army's Social Policy and Parliamentary Unit (SPPU) continued to push for innovative ways in which to solve the social housing shortage. It welcomes the two new Salvation Army purpose-built developments in Auckland.

The inaugural Social Impact Dashboard was published during the first wave of the Covid-19 pandemic, showing an increasing number of people facing new forms of vulnerability and seeking the help of The Salvation Army due to the lockdowns.

We continue to lobby government for an increased Jobseeker benefit amount, in line with the higher rate for the Covid-19 Relief Payment.

Although benefit levels have risen, we are still extremely concerned for those struggling to make ends meet in New Zealand on low benefit rates and low wage rates.

August saw a new outbreak of Covid-19 in Auckland, forcing a return to restrictions in the region. The Salvation Army's food distribution increased 150 percent.

In October 2020, when Winter Energy Payments and Wage Subsidy Extensions came to an end, we braced for the fallout. While unemployment is at a low rate and our economy has not suffered as it may have from the effects of the pandemic, our mahi (work) continues for the last, the lost and the least.

We urged voters to have their say in the delayed General Election. In particular, we pointed to areas needing urgent attention by the incoming government: Pasifika housing, disparate economic and health outcomes for Māori, child poverty, rehabilitation of offenders, addiction and mental health support, problem debt and adequate income levels. The Salvation Army is apolitical. We saw these as markers on which voters should rank political parties.

The dual End of Life Choice Act and Cannabis Reform Referenda were a large focus for our SPPU and Moral and Social Issues Council (MASIC). The Salvation Army advocated for the decriminalisation of cannabis. Our views on decriminalising cannabis fell within our work with those addicted to drugs. We continue to see cannabis use as a health issue, not a criminal matter. However, the Cannabis Reform Referendum advocated legalising cannabis, a position we did not support. This was voted down, and we continue to work with others for a way forward to move from a criminal to a health pathway for drug users.

The Salvation Army believes in the sanctity of life and expressed concern over a lack of safeguards in the proposed End of Life Choice Act.



SPPU continues to advocate on serious and ongoing issues facing the marginalised, including rising Housing Register numbers and growing food insecurity.

Numbers on the Housing Register continue to climb, at the last count to more than 24,300. In 2020, The Salvation Army distributed 88,000 food parcels.

We continue to advocate on gambling, third-tier lending and youth justice issues.

There is still much to be done.

Emergency Services

The Salvation Army Emergency Services responded to several events throughout the year. In November 2020, flooding in Napier saw the Army assist with evacuations and operated a welfare centre. We also provided meals to evacuated families at a council-operated emergency accommodation centre.

The following month there was flooding in Wellington and we set up a welfare centre for evacuated families at Plimmerton Fire Station, before the regional authority Civil Defence Group mobilised a community hub for those who were evacuated and needed accommodation and further welfare support.

As a result of a massive undersea quake up in the Kermadec Trench, north-east of New Zealand, a tsunami warning was issued that resulted in the evacuation of the north-east coastal areas inland to higher ground. The Army assisted local authorities with evacuations and provided psychosocial support where large groups had gathered.

Canterbury experienced extensive flooding in May 2021, resulting in a declared medium-level Civil Defence event. We assisted in local authority Civil Defence Emergency Management response, by contacting and supporting people evacuated at short notice by supplying food.

In March, officers and staff attended a week-long emergency management training course



Ronji Tanielu (right), senior policy analyst for The Salvation Army Social Policy and Parliamentary Unit, discusses the release of the *State of the Nation 2021* report with John Campbell on TV1's *Breakfast* show.

1 breakfast

at Booth College of Mission in Upper Hutt. This included information about the role of The Salvation Army in declared emergencies and helping with people suffering from trauma. The aim of these courses is to have people around the country who are trained and equipped to respond to emergencies within our territory.

Overseas Development

The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory supports 18 countries and more than 2000 children through child sponsorship. This includes supporting their wellbeing, medical and educational needs.

This year, our projects included re-roofing a building in Sri Lanka and purchasing furniture for quarters in Indonesia. We also sent funds to schools in the Philippines, children's homes in Kenya and bought a hand sanitiser unit in India, as well as library books in Papua New Guinea.

Further to this, we support Fiji, Tonga and Samoa. This year overseas development funds were used for a marquee, medical support and working with those living on the streets. We also supported students by providing school supplies.

Our Just Gifts website has provided more than \$15,000 in funding for Period Poverty in the Pacific, with funds going to Fiji, Tonga, Samoa and Papua New Guinea. Just Gifts also funded education supplies, gardening tools and health initiatives in the Pacific.

Healthy and Resilient

The Māori translation for 'The Salvation Army' is Te Ope Whakaora, and means the group (or army) bringing life. This is why we do what we do, and the motivation behind the services we offer. The Salvation Army wants all people to experience fullness of life, as intended by God.

Addiction Services

New Zealand is experiencing increasing and troubling use, viability, affordability and access to methamphetamine in our communities, as demonstrated by admissions to Salvation Army addiction services.

There are increasing levels of anxiety in families related to loss of security due to Covid-19 and other life events. The prevalence and easy access to alcohol continues with the emergence of alcohol deliveries with legislation no longer fit for purpose, and we note a lack of timely access to medical and social detox services.

Last year The Salvation Army engaged with 5396 tangata whose lives had previously been adversely affected by their harmful use of, or dependence on, alcohol and or other drugs. We supported them through a range of Bridge services in 17 locations across the motu (land). These included everything from residential intensive treatment through to a range of community-based treatment options—some brief intervention, others intensive treatment. Throughout the

unprecedented year of Covid-19 our services were able to pivot and flex to ensure that residential services continued to operate, with community services moving to phone and social media platforms as required.

Of the 5396 people engaged with Bridge services, 794 clients stayed in our residential intensive treatment services, with the remaining 4602 receiving various levels of support in community settings.

A third of our clients were aged between 30 to 39 years, and, in our residential intensive treatment services, 98.5 percent of tangata were diagnosed with a substance use disorder, with the main presenting substances of choice being severe alcohol use (37.2 percent), severe methamphetamine use (34.4 percent) and severe cannabis use (18.6 percent).

All our services provide a range of specialist addiction treatment services that include one to one counselling support, psycho-educational groups, cultural, spiritual, and other key inventions which include whānau and significant others.



Graduates of The Salvation Army's 'Faleola O Tupu' Intensive Group Programme in Samoa.

This year we developed and invested in recovery-specific supported housing, peer recovery coaching and services and culturally appropriate service provision. We also provided support in the community through initiatives such as training for Māori wardens across addiction issues.

There has been an increasing number of people seeking help for online gambling since Covid-19 lockdowns.

Oasis

The Salvation Army assisted 2150 people across Aotearoa to reduce gambling harm through The Salvation Army Oasis services. We provided specialist counselling support to 864 clients, of which 94 percent were gamblers and six percent were their family and whānau. Eighty-three percent of our clients agree that the strategies they have developed around reducing gambling harm are working for them.

We have a strong focus on innovation in the area of treating gambling addiction, and have worked hard to further develop an Oasis website with information on our service. The site includes increasing awareness of what counselling is, the types of services we provide and our public health work. We have also developed a National Oasis Facebook page to promote gambling harm awareness.

Working with the University of Auckland, we have developed an interactive gambling quiz, and have also developed a chat function to support earlier and faster engagement with our service. We know that many clients feel immense shame about their gambling addiction.

Our work extends beyond the immediate help needed by clients. We do a lot of advocacy and continue to make submissions to the government on policy. We were pleased that 71 percent of recommendations included in our submissions were adopted last year.

We have developed positive working relationships with Class 4 venues (pubs and clubs with pokie machines) and casinos. More than 72 percent of venues we engaged with adopted policies and practices that reduced gambling harm. We have also worked with Lotto NZ and

Department of Internal Affairs' regulators from our Multi-Venue Exclusion (MVE) work and casino liaison and networking meetings.

We delivered awareness-raising presentations, completed screening training, and collaborated with the Problem Gambling Foundation and Hapai on the working paper about sustainable community funding models.

Reintegration Services

Our Reintegration Services continue to impact lives as we connect our clients to the right supports for long-lasting change. Over the last year, we assisted 813 clients. Our clients' reoffending rates, following their three-month stint in our programmes, decreased by 79 percent. This has continued to be consistently in the low to mid 70 percent rate since 2007.

We continue to support many of our clients' families as well, connecting them to our other supports for food, budgeting, Positive Lifestyle Programmes (PLP) and worship.

During Covid-19, Reintegration teams were on the front-line and continued to work during the lockdown in all of our services, not only providing practical support, but spending time with those who were lonely, worried and concerned. We also continued to support those who were released from prison during this time, as their anxieties were very high as they reentered an unknown community.

Our women's Reintegration service has reduced a little due to the declining numbers of women in prison.

We added another Bail House this year, and can now cater to this need in Wellington and Christchurch. This continues to be a high-needs space with great outcomes which we will continue to grow.

Strengthening Connections— Community Ministries

The Salvation Army recognises that it takes courage to present for help, so our initial goal at first contact is to meet clients' immediate need and build trust, so that the person is open to returning for further support as needed. Typically, they will present with a request for resources, such as food, or to arrange support for an underlying concern—financial challenges, housing, relationship issues, loneliness or an addiction.

While our Community Ministries teams experienced a decrease in demand for food parcels following on from the year before, which had encompassed the Level 4 lockdown, we still assisted more than 33,000 known individuals and families with emergency food supplies, plus a further 19,000 from other agencies.

The Salvation Army's foodbanks continue to distribute food to vulnerable New Zealanders throughout the country. These hubs stock food donated through The Foodbank Project and distribute it to local centres.

Our individual and corporate donors are essential in helping us to access fresh produce, meal staples, and sanitary and cleaning products. We are very grateful for their ongoing support.

Food is the tip of the iceberg; people who come through our door with no financial capability to purchase food usually face many more challenges. Our work begins with assessing the needs of those who walk through our doors: 140,000 people last year. Our work does not end with handing out a food parcel. There is always something behind this immediate need—homelessness, addiction, family violence, mental health issues, unemployment or social isolation.





The Aspire report launch 2020 (from left): Colonel Gerry Walker, Colonel Heather Rodwell, course facilitators Lisa Gatward, J.D. Douglas and Bevan Sanders, Isabel Lemanutau (Central Youth Services Team Leader, Petone), Michael Smith (National Aspire Coordinator) and Jono Bell (Territorial Director of Community Ministries).

Along with immediate assistance for those most in need, our assessments also put plans in place for a sustainable future.

There was a substantial uptake in demand for our financial mentoring services, for which we provided 13,646 sessions to more than 4400 clients, up nearly 40 percent on the previous year. Most of these were new clients.

There was also an increase in people seeking counselling across all areas of our work. Our counsellors worked with 22,223 clients, with the majority, 19,970, seen by our addiction services.

There was more demand for social work services including case work, advocacy, social work, social support and Positive Lifestyle Programmes (PLP). Last year there was a nearly 25 percent increase in demand for these services.

We markedly increased the number of attendees to our life skills courses, recovery groups and other forms of outreach. Last year our social workers worked with more than 4000 Kiwi who received social work, case work, advocacy, social support and took part in courses including PLP. This is an essential part of our ongoing work with vulnerable clients.

Demand for emergency food dropped off over the year, which we were pleased about.

As we know, food and shelter are priorities in life. But beyond these, we are seeing increased need for ongoing support from our Community Ministries teams. People are feeling stressed and anxious. Lockdown may have exacerbated feelings of isolation, addiction issues and vulnerabilities around mental and physical

health. Our teams are at the front doors of our centres to welcome anyone and everyone over the threshold to receive help. We assess what is going on in their lives and where we can be of assistance, even if this is just providing a sympathetic ear.

Advocacy is a large part of our work in The Salvation Army. By accessing services and payments to which people are entitled, they can often step out of despair and into hope.

So while the desperate times many predicted would befall New Zealand in this Covid-19 year may not have come to pass during the year, the emotional, psychological and spiritual toll is playing out across society.

Aspire

Aspire Youth Programme turned six this year, with 240 participants from around the country taking part in the programme. It is founded on the 'Circle of Courage', which was developed in indigenous American settlements and post-apartheid South Africa. Designed to increase positive participation of young people in all aspects of their lives, it includes weekly group sessions; a three-day adventure programme; developing teamwork through planning and implementing a community project; goal setting; and finishes with a graduation ceremony.

Security of Place

The Salvation Army has likened New Zealand's housing situation to a perfect storm, derived from poor housing-related policies by successive governments.

But rather than just comment from the sidelines on rising housing costs, rental shortages and inequitable rental rates,

The Salvation Army is working to get people off the growing Housing Register and into warm, dry, sustainable accommodation.

Last year The Salvation Army helped 4006 women, men and children who had no place to stay to access our supportive accommodation, transitional and social housing.

Transitional Housing

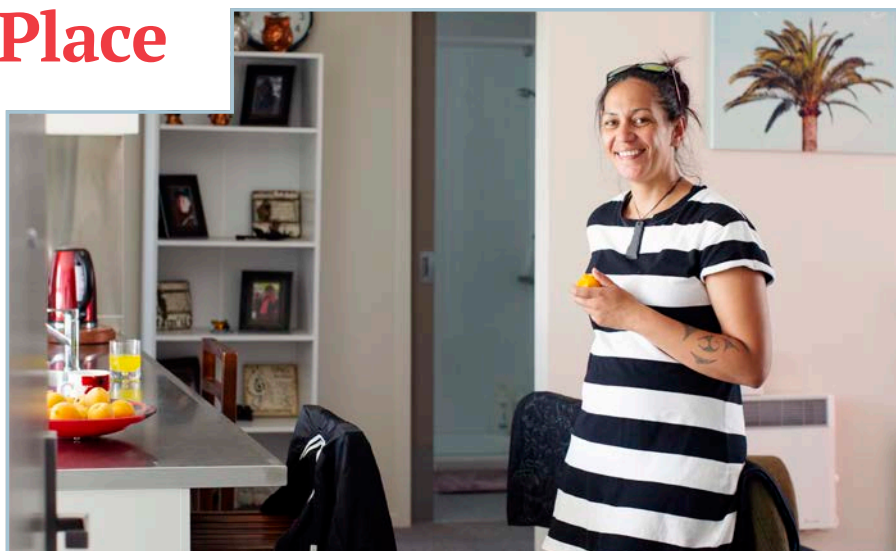
Our Transitional Housing, which offers 12-week wraparound support in secure housing, was 94 percent full for the year.

We housed 1761 families and individuals and transitioned 894 through to suitable accommodation, including living with family, into their own houses or units, to a private rental or placed in social housing. This service continues to be extremely busy, with many of our clients staying longer because there is a lack of social housing for them to move on to.

Transitional Housing helps families and individuals into secure housing for 12 weeks, and wraps social services around them with the aim of moving them into permanent accommodation.

However, last year the average stay was 15 weeks, reflecting the shortage of social housing and rental accommodation for people to move on to.

In response, we increased our numbers of transitional houses by 100 last year. We now have 744 transitional houses/ units available for



short-term/transitional housing. Expansion has occurred right across Aotearoa, and more rapidly in the Auckland and Northern regions.

Prior to Christmas 2020, we took on several new complexes, including 28 new family homes in Swanson, Waitakere (two, three and four bedroom family homes) and in Papakura (a complex of nine two-bedroom units). Earlier this year, we took on 15 units (one and two bedrooms) in Dunedin. This involves partnering with local communities and Kainga Ora.

We also expanded our housing numbers in Northland, Hamilton, Tauranga, Kapiti, Wellington, Christchurch and Dunedin. Nelson saw an increase in numbers, including being part of the Covid-19 response motels.

The pandemic has added to the demand and need which we may not fully be seeing as yet.

Our teams have needed to learn to work differently due to the lockdown levels. Some of our face-to-face services are dependant on the lockdown levels and we have made more use of technology to support clients. Phone assessments, phone check-in calls, Facebook and social media groups as well as virtual house inspections have allowed us to continue connecting with clients.

The largest group we are working with are women and children and Māori. More than 50 percent of Transitional Housing tenants are female, 34 percent are in the 25 to 34 years age bracket and 85 percent are beneficiaries. More than a third

of our clients have engaged in training or work experience and more than 50 percent are meeting their goals.

Social Housing

Following on from the opening of our housing units Te Hōnonga Tāngata in 2019, two more one- and two-bedroom developments were opened in June 2021—Te Manaaki Tāngata in Westgate and Kaitiakitanga in Flat Bush in Auckland, adding 68 brand new, highly insulated homes to our stock. Altogether, 432 social housing units are currently accommodating 572 people, many of whom have been living in their unit for at least ten years. Ninety percent of our tenants report overall satisfaction with our work.

Further builds are being assessed around the country, with Hamilton next off the starting blocks. These new builds are largely funded by impact investments such as Generate KiwiSaver, Lindsey Foundation, and Tindell Foundation via an impact-investing platform that Community Finance has developed.

This type of housing truly turns lives around. Having a stable home allows people to obtain stable employment and education. Because the homes are well insulated and are warm and dry, family's electricity bills are often halved. It stops children being moved from school to school as tenants are forced out of their rental homes by

landlords selling in this hot housing market. In the past some of our tenants had to separate from their children for housing, so that the education of their tamariki was not disrupted.

We are also seeing increasing need from older and pensioner individuals, many of whom are living with extended family in overcrowded accommodation, placing an enormous strain on relationships.

Another group in need is single fathers, who are often overlooked by landlords.

We are committed to growing the number of new housing units into the future, and expect to add another 120 new units to the portfolio over the next 18 months.

Chaplaincy

Chaplaincy is an area of ministry within The Salvation Army which is starting to show signs of significant growth. We have a good number of chaplains operating in local communities across our territory and, while exact numbers are not yet known, plans are in place to create a system where we can more accurately record our numbers of operating chaplains.

Twenty-six people were trained in the Foundations for Chaplaincy course at Booth College of Mission, attended by Salvationists from across New Zealand, as well as four joining in via video link from Tonga. We are hoping that not only Tonga, but friends from Fiji and Samoa with a passion for chaplaincy may be able to join us in the future, especially now that the technology has been successfully set up and tested.

Our Territorial Chaplaincy Support Team (CST) has been busy in the background planning a way forward to see Chaplaincy in the Army promoted, resourced and growing. CST exists to expand and strengthen Chaplaincy within the New Zealand, Fiji, Tonga and Samoa Territory of The Salvation Army, with the team dedicated and passionate about seeing this area of ministry moving in the right direction.



Passing the mantle: Territorial Secretary for Chaplaincy Services Captain Shaun Baker (left) and former Territorial Secretary for Chaplaincy Services Major Glenton Waugh (retired).

Contributing to Strong Communities

The Salvation Army started The Good Shop in Manukau and Porirua to disrupt predatory lenders. Mobile shopping vans, which target lower-income suburbs with over-priced products, have been in our sights since 2019. These trucks entice people to buy on tick, taking out high-interest loans. People often end up with lifelong debt and little chance of repaying it, thanks to hefty penalties.

By offering low-interest, no-penalty loans and goods at retail prices, The Good Shop helped hundreds of people reduce their debt levels to a manageable level, and pay them off. However, the Army has had to make the tough decision to discontinue The Good Shop, in part because of substantial compliance-cost increases that were to result from upcoming changes to the Credit Contracts and Consumer Finance Act (CCCFA) legislation, enacted in October 2021.

The silver lining to this unintended consequence of the change in legislation is that third-tier lenders would face the same increases in compliance costs and we are confident many will be forced to close their doors.

Our job to disrupt unethical lending practices is not over. We continue to offer low-interest Community Finance loans, and we are developing new paths to help us achieve this goal.

More than 30 Salvation Army centres offer financial mentoring services. We have full-time and voluntary staff who work alongside clients to help them achieve their financial goals. This includes giving people renewed confidence in themselves and their own abilities and finding new ways of solving their problems. This can often mean breaking free of the financial penalties of borrowing from non-bank lenders who heavily penalise missed payments, and charge huge rates of interest. Having debt

Community Café crew (from left) operating out of Auckland City Corps: Major Anne Irwin, Alipate Mafile'o, Emeline Afeaki-Mafile'o, Major Alister Irwin.



consolidated into a low or no-interest portfolio can lead to greater independence and hope that there will be an end to debt. We assist people in exploring the legitimacy of existing debt and, where appropriate, seeking possible recourse.

Our advisors help people set a realistic budgets and live within these budgets, thus meeting their families' needs. We also advocate and give guidance around possible welfare entitlements that they were not aware they were eligible for. One of the areas we can make a real impact is in helping navigate challenging and overwhelming insolvency processes and looking at other options where at all possible.

We work with other agencies, referring people to affordable microfinance debt relief and loan options to alleviate financial pressure and to avoid taking high interest debt. We also help clients access one-off support with power credits and look at reducing utilities costs.

Family Stores

Our Family Stores continue to be an important source of funds used locally through our Community Ministries. Donations to our stores are growing, and we are grateful for the generous spirit of those who give. The stores are an increasingly popular way for people to shop sustainably, while helping those struggling in the community.

Driver Education

The Salvation Army Community Driver Mentoring programme expanded this year, adding Timaru to Canterbury and the West Coast



for its driver mentoring. Teaming up with YMCA South and Mid Canterbury, the Army has opened the flagship Driver Education and Training Hub, with the goal of becoming a collaborative community driver education, training and driver licence area of reference and expertise.

The programme ensures everyone has access to the opportunity to open doors by obtaining a driver licence, irrespective of socio-economic circumstances. Holding a driver licence provides social and community connectiveness and creates a better chance of securing a pathway into permanent and sustainable employment. It has proved beneficial for those learning to drive, and for the volunteer mentors, who often become firm friends with their pupils.

Following Jesus

The Salvation Army continued work with youth last year and, despite Covid-19, we were able to connect with people through camps, conferences and various training courses.

In conjunction with the Ministry of Youth Development, we have developed a new programme specifically targeting young people who have disconnected from school and/or are struggling in the area of poor mental health thanks to Covid-19. The programme is called E Tū Ākonga. So far in 2021 we have helped over 250 young people through targeted relationship building and mentoring.

Foundations of Youth Work

We were pleased to train 16 students in Foundations of Youth Work. This course covers the Treaty of Waitangi, history of The Salvation Army (which was originally a youth movement), leadership development, a biblical framework and basic protocols in ethical and safe practice.

Living and Breathing

L.A.B. ('Living and Breathing') is our professional youth worker training programme. In 2021 we currently have six full-time people in training to become professional youth workers. Building on this, we now have several accredited professional youth workers under the umbrella of The Salvation Army.

Camps and Conferences

Around 500 young people attended the three main Easter Camps throughout New Zealand this year, and this year so far we have had just over 200 young people attend our annual Youth Councils events. This number is down this year due to Covid-19.

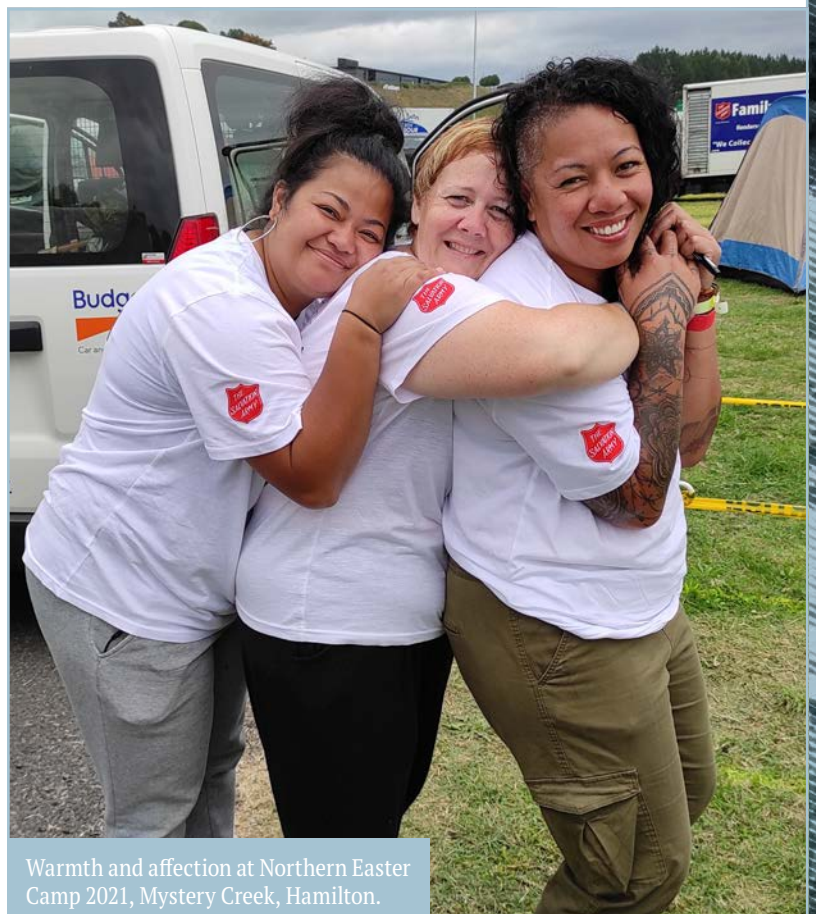
Over a seven-day period in January 2021 we held Amplify at the

Silverstream Retreat Centre in Wellington. Around 170 young people and leaders turned out to immerse themselves in the arts, music and leadership development.

In July 2021 we were able to go ahead with our More Conference, our annual leadership training in the areas of youth and children. We had three keynote speakers with focus on training, and workshops through which we grew the practice of our youth leaders. We also ran a marketplace, laser tag, the annual 'More Quiz Competition' and supplied endless free doughnuts.

BMAC

Blue Mountain Adventure Centre continues to go from strength to strength. This year nearly 1000 young people attended one of our courses. BMAC is continuing to have young New



Warmth and affection at Northern Easter Camp 2021, Mystery Creek, Hamilton.

Zealanders through the gates despite the obvious Covid-19 restrictions this year. We believe that what we do here is inspiring and growing young people and helping them connect with their peers, their teachers and youth workers, the environment and its Creator. All this helps to create a sense of purpose, belonging and, therefore, worth for each person who comes onsite. Looking forward, BMAC continues to be a catalyst for growth and change that is positioned well to keep doing the missional work of The Salvation Army in New Zealand.

Corps/Churches

The big challenge for corps in the past year has been the ongoing impact that Covid-19 has had on the church services of the Army during changes of alert levels, particularly in Auckland. We utilised online options with a National Online Worship Service being streamed on our website and through Facebook when lockdown times required this.

Individual corps also utilised existing online capabilities or developed new expressions that met local congregational needs.

Some corps have indicated that during lockdowns there was more interaction between congregation members, as people reached out online or by phone to support each other.

A number of creative ways of maintaining contact and sharing life remained, with a number continuing with online life groups and connections after lockdowns.

We are observing a reduction in attendance in some churches, with some people not returning to regular worship times, or preferring to continue to watch online services in their home.



Hamilton City Corps upon returning to in-person worship after the 2020 Covid-19 lockdown.

Recovery Churches

However, Recovery Churches have seen growth post-lockdowns, and the sense of being community together has seen people wanting to be back worshipping and fellowshiping together. It is encouraging to see the growth in attendances and in the authentic faith community that is developing across the country within the Recovery Churches.

The Pacific Islands continue to see strong church attendance in Fiji, Tonga and Samoa.

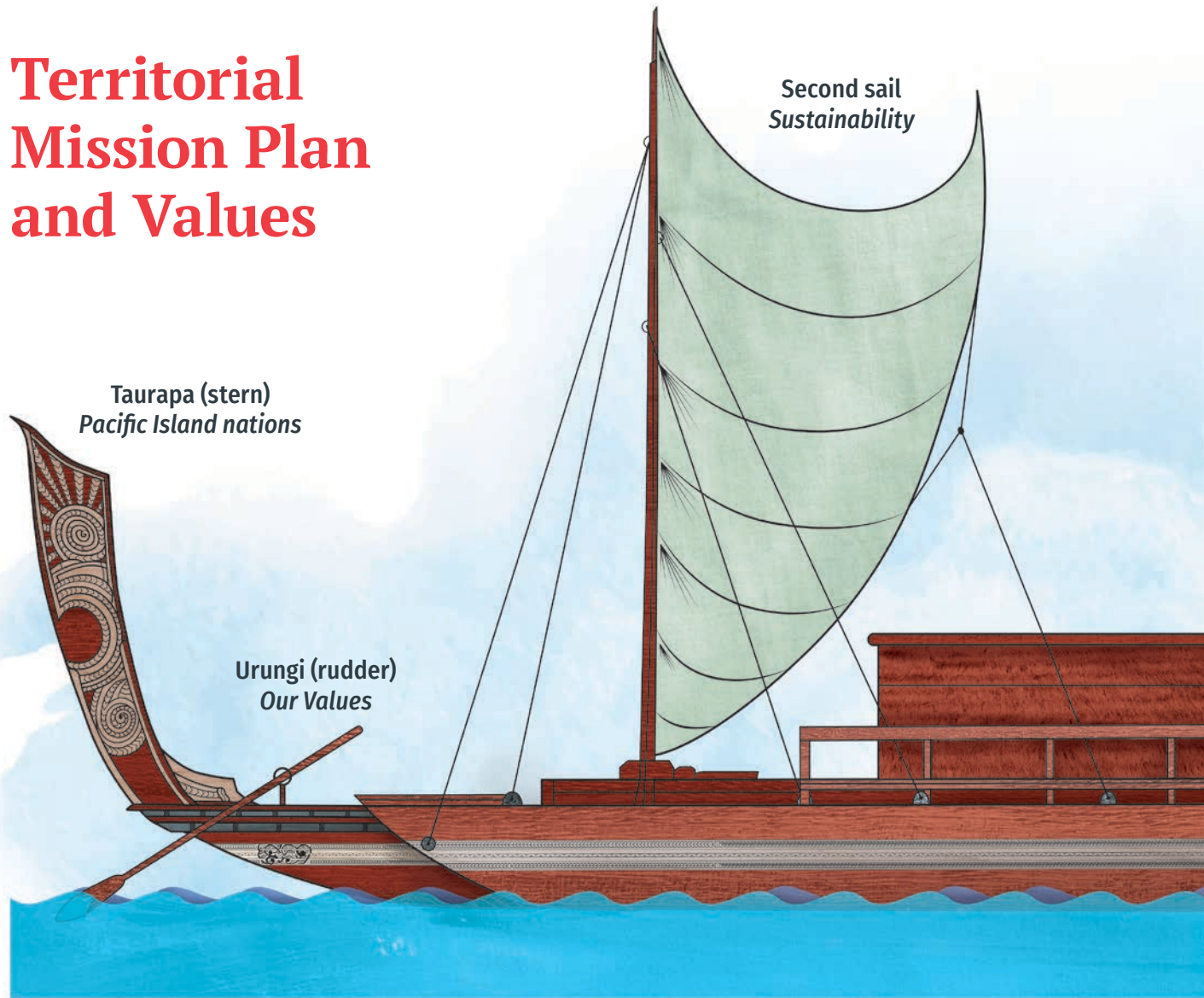
Territorial Youth Band and Spiritsong

The Territorial Youth Band and Spiritsong groups have had opportunity to meet together this year, to perform and to minister at various locations in New Zealand.



The graduating group of new lieutenants and youth workers, along with leaders of The Salvation Army at Commissioning Weekend 2020.

Territorial Mission Plan and Values



Taurapa (stern)
Pacific Island nations

Urungi (rudder)
Our Values

Second sail
Sustainability

He Waka Eke Noa

One Waka • All of us together

Put Jesus First



Care for Others



Walk the Talk



Think Holistically



Offer a Place to Belong

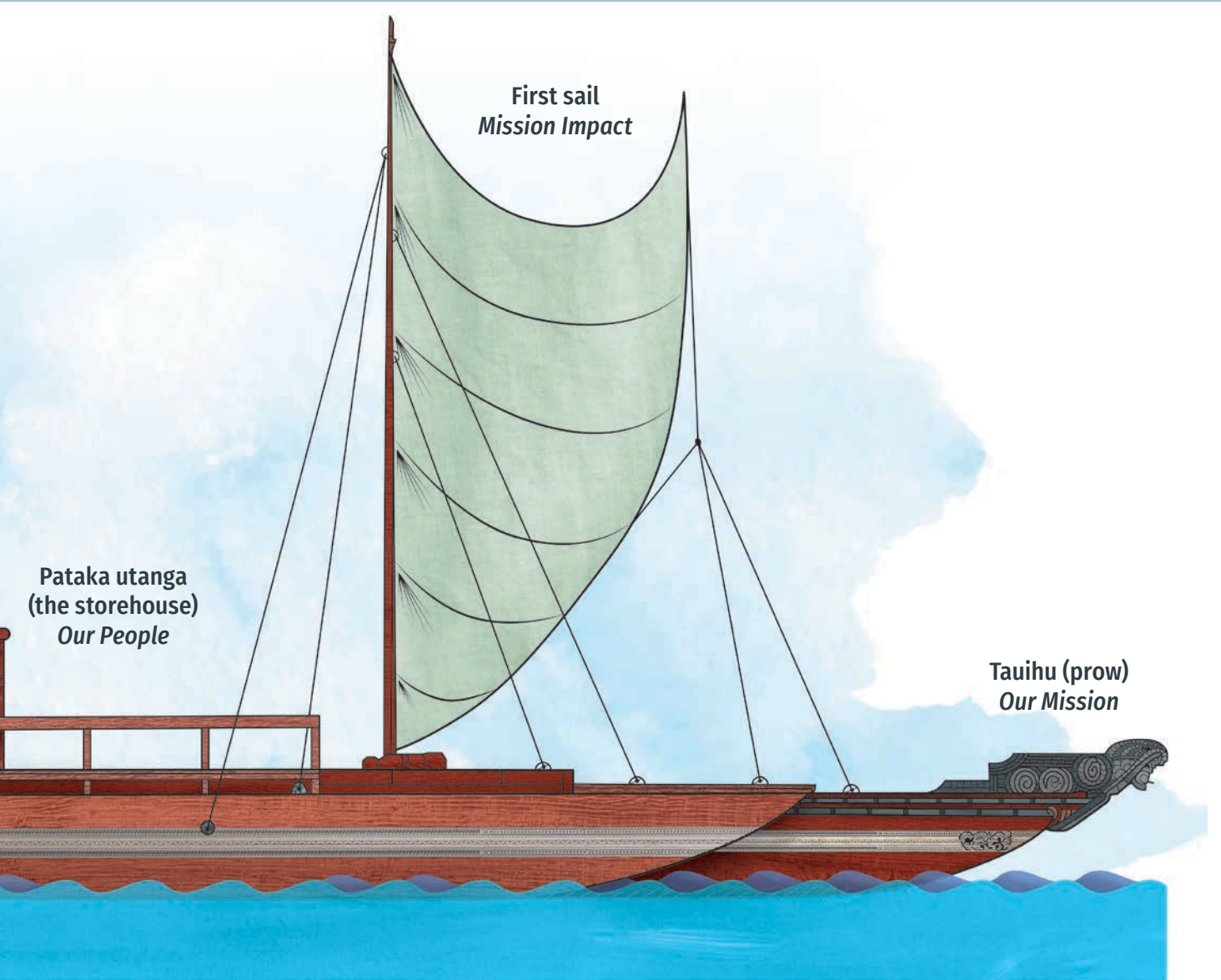


Do the Right Thing



Support our Army





Our intent is to be a faith-driven, inclusive and a unified Army that is:

- aligned and working together to achieve better mission outcomes
- a great place to belong, work, worship and serve
- progressing sustainably.

We are representing our intent as a waka, a symbol of unification—going in the same direction, working together.

Our mission is out the front (the Tauihu/prow)—this is where we are heading. We are faith-driven, motivated by our love for God to ***care for people, transform lives and reform society by God's power.***

The Taurapa (high extended stern) represents our Island nations. The designs identify our Pacific commitment.

The Urungi (rudder) represents our values—the commitments made that help to steady and steer our course.

The waka is carved with cultural designs from each of the countries, recognising their individual cultures. Above the water line, flax (harakeke) is woven throughout the waka to give it strength and provide somewhere to attach things and work from. For New Zealand, this represents our Tiriti partnership, which needs to be woven throughout everything we do.

Our three strategic priorities are represented: Mission Impact (first sail); Our People (the pataka utanga [the storehouse of provision, preparation and the place of rest, when required]); and Sustainability (second sail).

He Waka Eke Noa derives from the Māori whakataukī (proverb), and refers to working in unity and leaving no one behind. The canoe which we are all in without exception. We rise together, fall together and keep going ... ***together.***

Thanks for your support

This past year has seen a continuation and a deepening of the uncertainty and change we have experienced as a result of the pandemic. Kiwi have had to pull together, help each other and support one another through the most difficult times. Thousands and thousands of people have turned to The Salvation Army for help and support, and we have strived to meet those needs, offering support where needed and extending a helping hand.

We have provided essential services to people who were already struggling to make ends meet prior to the pandemic, but we have also noticed a change in the demographic of the people we are working with. People who had previously been able to support themselves and their families, are now finding they cannot. Changes in employment, living conditions, family needs and new psychological and psychosocial needs have brought many people through our doors who previously would not have needed to come. We have experienced so many more of our fellow Kiwi needing help, and these people come with complex and significant needs.

Appeals

The three major fundraising appeals—Red Shield, Winter and Christmas—have raised vital funds that support our Community Ministries that are at the core of what we do. The generosity and trust you place in us with each and every donation all collectively enable our front-line services to be there for fellow New Zealanders.

With the phasing out of cheques, the online and digital space has grown and will continue to develop in the future. Being able to have our annual street collection in May 2021 was a wonderful chance to be on the streets, and we welcomed the opportunity to be out and about



in the community to offer a smile and say thank you in person. Every dollar really does help. When Aotearoa New Zealand needs us, we need you and you are there.

Corporate Partner Support

We continue to greatly value the contribution and support of our corporate partners. Your support provides funding for critical programmes, much needed food and products, and your belief in our work makes you part of our team.

A corporate charity partnership with The Salvation Army provides the opportunity to align your companies purpose, goals and vision to create shared value between us, your company, your staff and your customers.

We are the ‘hands’, but you enable us to transform lives.

Leaving a gift in a Will

Our gratitude also goes to the increasing number of supporters who have decided to leave a gift in their Will to The Salvation Army. No matter the size of the gift, this is a vitally important way to ensure our work continues well into the future. If you have done this, and have not yet told us, please get in touch with us as we would appreciate being able to express our gratitude to you. If you would like more information, or would like to talk to someone about this, please let us know as we have someone near you who can make contact with you.

Grant funding

Of great value to us are our many partnerships with Trusts and Fund holders. These wonderful groups of people provide us with Grants towards specific projects supporting our frontline work. Whether a small local funder, or a large national philanthropic organisation, we remain so grateful for your ongoing support that collectively makes such a difference.

True Heroes

Our True Hero supporters are indeed, true heroes. Through your regular giving, your compassion and empathy is shown in practical ways. Your support helps to put a roof over the head of families who would otherwise be out in the cold, food in the mouths of those who would otherwise be going hungry and allows people to access other wraparound services that will help them move forward, make significant change and find hope again.

Thank you

The Salvation Army acknowledges and sincerely thanks all of our valued supporters. The role you have played in partnering with us is vital and its life-changing for those who come to us. We could not do this alone, we have needed you to help us and help us you have. We are humbled by your faith in us to do this on your behalf— together we have changed lives. Thank you!



Governance

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

Commissioned officers who are recognised ministers of religion provide leadership in The Salvation Army. The Territorial Commander of The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory is Commissioner Mark Campbell. Second-in-command is Chief Secretary Colonel Gerry Walker.

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 New Zealand 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, Tonga and Samoa. There are also nationally managed social service programmes: Addictions, Supportive Accommodation and Reintegration Services 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 our social services would cease to exist. The Army's policies around managing surpluses, reserves, assets and investments recognise the need 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 138 years of service in Aotearoa New Zealand, combined with the Army's deeply-held belief in its duty as a cautious and conscientious custodian of the funds entrusted to us. For the year ending 30 June 2021, The

Salvation Army recorded an operating surplus of almost \$39 million. This is an increase of almost \$14.5 million on the previous year's surplus.

Surpluses tend to vary from year to year due to fluctuations of income and expenditure, which are the nature of social service organisations' business. The 2021 increase in surplus reflected significant increases in legacy and donation income.

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

Reserves

Reserves are funds set aside to be used for specific purposes.

- 1 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 external factors, such as an economic crisis or natural disasters.
- 2 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. Payments for contracted government services, such as addiction treatment, social work, support for at risk children and families, and training for some of the country's most disadvantaged, often do not fully cover the costs of the services. As these services are deemed critical, The Salvation Army subsidises and carries reserves to ensure their sustainability.
- 3 To meet specific objectives of donors and benefactors, which must be held until the intended purpose of the donations can be realised.

- 4 To provide land, buildings and assets required for the purpose of the mission.
- 5 To enable the development of new services or 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 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 designed for specific purposes, such as safe and secure accommodation for residential addiction treatment, emergency housing for single parents and their children, social

housing and Community Ministries centres housing Foodbanks and facilities for social workers, budget advisers and 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 Aotearoa New Zealand, unless directly specified otherwise.



Territorial Governance Board

Commissioner Mark Campbell

Mark Campbell is the Territorial Commander and shares co-leadership for The Salvation Army in New Zealand, Fiji, Tonga and Samoa. He is

also Chair of the Governance Board. Mark

has 35 years' experience with The Salvation Army and holds a Bachelor of Administrative

Leadership from the

University of New England (UNE), as

well as a Master of Arts in Theological

Studies from the Sydney

College of Divinity. Mark

was a delegate of the International

College for Officers in London, and delegate of the Arrow Executive Leadership course.



Commissioner Julie Campbell

Julie Campbell is the Territorial President of Women's Ministries and co-leader of The Salvation Army in New Zealand, Fiji, Tonga and Samoa. She has 35 years'

experience with The Salvation Army. Her roles have included Divisional Co-leader (of the South Queensland Division), Territorial Secretary for Women's Ministries and Principal of the School for Officer Training. She has completed courses in leadership, pastoral care, coaching and spiritual formation and was a delegate of the International College for Officers in London.



Colonel Gerry Walker

Gerry Walker was appointed Chief Secretary in August 2020 and is responsible



for implementation, delivery and compliance of the Territorial Governance Board strategy and policies. Gerry has been a Salvation Army officer for 12 years, along with 25 years in public service and governance roles in various community organisations.

Colonel Heather Rodwell

Heather Rodwell is a member of the Executive Leadership Team for the territory.

Her specific roles are Territorial Secretary for Women's Ministries, which she commenced in November 2017, and Territorial Secretary for Spiritual Life Development, commenced in January 2013. Over the past 30 years, Heather has held various leadership roles within The Salvation Army, including leading in corps, serving in Community Ministries and regional leadership roles in Canterbury and Auckland/Northland.



Arron Perriam

Arron Perriam was the Chief Executive of Cholmondeley Children's Centre. He is Chairman of the Burwood Academy of Independent Living Board at Burwood Hospital, a Trustee for Christchurch City Council's Southern Centre Trust and a Presbyterian elder. Arron was previously the Business Operations Manager of the Rātā Foundation, and recipient of the Institute of Directors 2017 Emerging Director Award. He has completed leadership and governance training programmes and recently graduated from Otago Polytechnic with a Bachelor of Applied Management.



Graham Bidois Cameron

Graham Bidois Cameron is Pou Tikanga (cultural leader) at the Bay of Plenty District Health



Board (DHB) and works with iwi of the Bay of Plenty to integrate tikanga and kawa into services, encouraging te reo Māori and providing leadership in the DHB's Tiriti (Treaty) partnership.

Graham is a doctoral student in the Department of Theology and Religion at the University of Otago. He is also a contributing writer to 'The Spinoff' and 'E-Tangata'.

Envoy Stewart Irwin

Stewart Irwin is a Petone Corps Leader and Central Youth Services Director. He is married to Collette and is father to Micah and Evelyn. Stewart has previously worked with young people in corps, Community Ministries and supportive accommodation contexts. He is on the board of trustees at his local primary school and Rotary Club. Stewart holds qualifications in biblical studies, youth development and restorative practices. He is a big fan of the local church, discovering where God is at work around him and finding the Kingdom of God in unexpected places.



Susan Howan

Susan Howan lives in Wellington with her husband Graeme, and is mother to Jacob and Rebecca. She has been actively involved as a soldier of the Wellington South Corps for over 30 years. Susan has previously held several local officer roles at Wellington South Corps, including corps sergeant major. She is currently a member of the Territorial Moral and Social Issues Council and a past chairperson of its predecessor, the Public Questions Board.

Susan is a career public servant, working in the Ministry of Education as a senior leader with



responsibility for designing and implementing new services and improved support to the education sector.

Aiolupotea Lili Tuioti

Aiolupotea Lili Tuioti has extensive experience in the education sector in New Zealand and the Pacific region. As an education and strategic advisor to the Government of Tokelau for over 10 years, Lili served as a member on the University of the South Pacific Council and the Pacific Board of Education and Assessment. She is currently the Mission Services Manager at The Salvation Army Newtown Worship and Community Centre. She has held various governance roles in the education and community sectors, currently serving as a trustee on the JR McKenzie Trust and as a member on the NZQA Board.

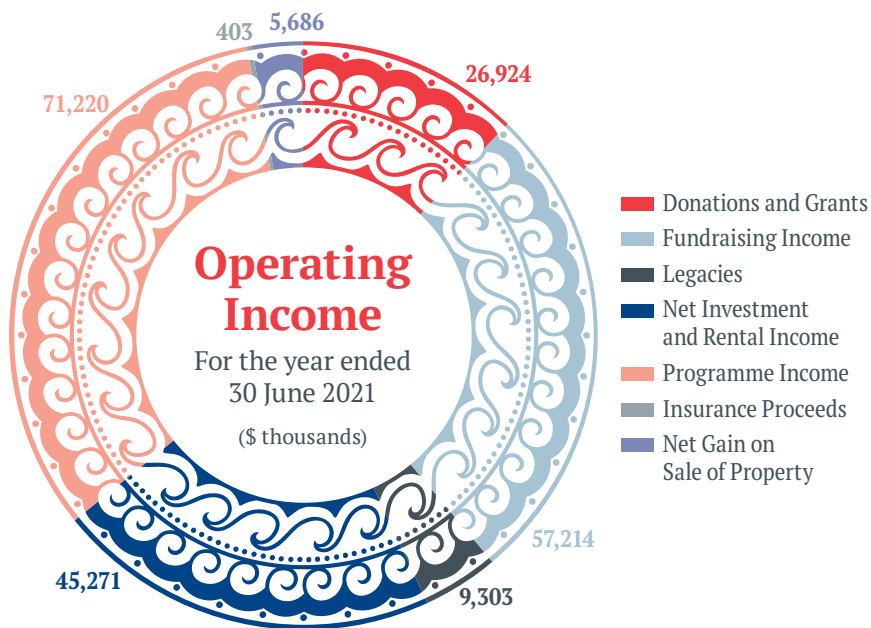


Gregory Fortuin

Gregory Fortuin was the former Families Commissioner and Race Relations Conciliator, as well as the Founding Chairman of the Youth Suicide Awareness Trust and has been passionately involved in community issues in his adopted hometown of Porirua. He was also the National Director of The Salvation Army Education & Employment for six years. Gregory was on the council of Whitireia Polytechnic, Wellington Institute of Technology and Deputy Chair of Parents Centres NZ Inc. Gregory currently chairs Quotable Value NZ Ltd as well as a retirement saving fund for Muslims called Amanah. Gregory has four children and eight grandchildren.



The Numbers at a Glance



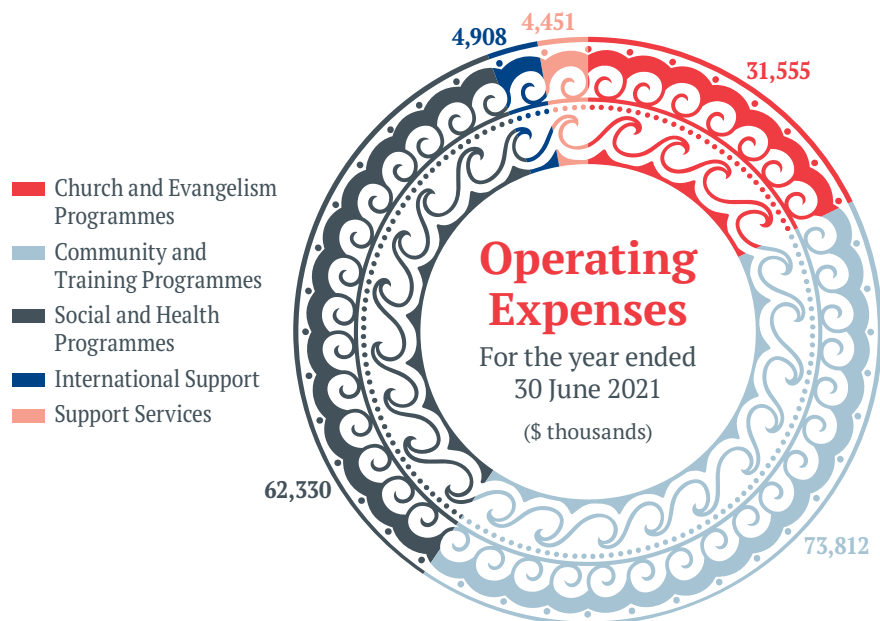
Total Revenue
216,021
(\$ thousands)

increase 10%
AN INCREASE of over 10% for the year ended 30 June 2021

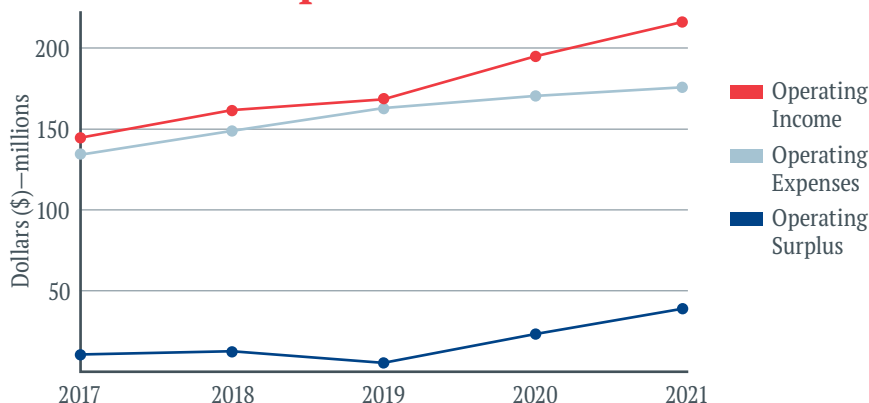
Total Expenses
177,056
(\$ thousands)

increase 3.5%

AN INCREASE of almost 3.5% for the year ended 30 June 2021



Five-Year Snapshot



Donations & Grants

decrease 3.2%

A DECREASE of 3.2% for the year ended 30 June 2021

Summary Financial Statements

Summary Statement of Financial Performance

for the year ended 30 June 2021

	2021 (\$ thousands)	2020 (\$ thousands)
Operating Income (total revenue)	216,021	195,645
Operating Expenses (total expenses)	177,056	171,108
Operating Surplus	38,965	24,537

Summary Statement of Comprehensive Income

for the year ended 30 June 2021

	2021 (\$ thousands)	2020 (\$ thousands)
Operating Surplus	38,965	24,537
Net gains/(losses) on equity instruments at FVOCRE	23,117	-
Net gains/(losses) on Available-for-Sale Assets	-	(1,971)
Total Comprehensive Surplus for the Period	62,082	22,566

Summary Statement of Changes in Equity

for the year ended 30 June 2021

	Available for Sale Reserve (\$ thousands)	Retained Earnings (\$ thousands)	Total (\$ thousands)
As at 1 July 2019	33,825	519,718	553,543
Total Surplus for the Period	-	24,537	24,537
Other Comprehensive Income	(1,971)	-	(1,971)
Total Comprehensive Income for the Period	(1,971)	24,537	22,566
AS AT 30 JUNE 2020	31,854	544,254	576,108

	Fair Value Reserve of Financial Assets as FVOCRE (\$ thousands)	Available for Sale Reserve (\$ thousands)	Retained Earnings (\$ thousands)	Total (\$ thousands)
As at 1 July 2020	-	31,854	544,254	576,108
Effect of adoption of PBE IPSAS 41 (Note 3)	9,953	(31,854)	20,341	(1,560)
As at 1 July 2020 (restated)	9,953	-	564,595	574,548
Total Surplus for the period	-	-	38,965	38,965
Other Comprehensive Income	23,117	-	-	23,117
Total Comprehensive Income for the period	23,117	-	38,965	62,082
Transfer to Retained Earnings	(6,937)	-	6,937	-
AS AT 30 JUNE 2021	26,133	-	610,497	636,630

Summary Statement of Financial Position

as at 30 June 2021

	2021 (\$ thousands)	2020 (\$ thousands)
Equity		
Retained Earnings		
Capital Fund	276,152	282,123
Restricted Purposes	94,497	86,314
Designated Purposes	233,294	173,583
General Fund (Unrestricted Purpose)	6,554	2,234
Total Retained Earnings	610,497	544,254
Other Reserves		
Available for Sale	-	31,854
Fair Value Reserve of Financials Assets as FVOCRE	26,133	-
Total Equity	636,630	576,108
Non Current Assets	635,341	541,939
Current Assets	81,245	93,540
Total Assets	716,586	635,479
Current Liabilities	21,901	26,160
Non-Current Liabilities	58,055	33,211
Total Liabilities	79,956	59,371
Total Net Assets	636,630	576,108

Summary Statement of Cash Flows

for the year ended 30 June 2021

	2021 (\$ thousands)	2020 (\$ thousands)
Cash from Operating Activities		
Net Surplus	38,965	24,537
<i>Adjusted for:</i>		
Non-cash and non-operating items	(19,580)	(5,833)
Changes in working capital assets and liabilities	(353)	1,936
Net Cash Flow From Operating Activities	19,032	20,640
Net Cash Flow From Investing Activities	(42,702)	(34,620)
Net Cash Flow From Financing Activities	23,000	15,000
Net increase/decrease in cash and cash equivalents	(670)	1,020
Cash and cash equivalents at the beginning of the year	3,942	2,922
Cash and Cash Equivalents at the End of the Year	3,272	3,942

Notes to the Summary Financial Statements

for the year ended 30 June 2021

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 Group, for which these consolidated summary financial statements are prepared, consists of The Salvation Army New Zealand and its controlled entities (together referred to as The Salvation Army), 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 2021.

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 1 October 2021.

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 1 October 2021.

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 5 October 2021.

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 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.

Restricted Funds represent 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 Funds represent 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.

General Fund (Unrestricted purposes) is The Salvation Army's accumulated comprehensive revenue and expenses since the commencement of operations, adjusted for transfers to and from specific reserves. It comprises amounts of which The Salvation Army has authority to spend the income and/or capital, which have not been designated for particular purposes by The Salvation Army.

Other Reserves

Fair Value of financial assets at Fair Value through Other Comprehensive Revenue or Expense (FVOCRE):
To record the balance of unrealised gains and losses related to the holding of financial assets through FVOCRE.

3 Adoption of IPSAS 41

The Salvation Army has elected to early adopt PBE IPSAS 41 with effect from 1 July 2020. The adoption of PBE IPSAS 41 has resulted in changes to the accounting policies, classification of financial assets and impairment in the financial statements. The Salvation Army has applied PBE IPSAS 41 retrospectively but has elected

not to restate comparative information. As a result, comparative figures continue to be reported under PBE IPSAS 29 Financial Instruments Recognition and Measurement.

Differences arising from the adoption of PBE IPSAS 41 have been recognised directly in retained earnings and other components of equity. The effect of adopting PBE IPSAS 41 as at 1 July 2020 was, as follows:

	Adjustments	1 July 2020 (\$ thousands)
Assets		
New Zealand Bonds	AFS to Amortised Cost	(1,744)
Investment—Equities	AFS to Fair Value through OCRE	192
Total Assets		(1,552)
Liabilities		
Sundry Creditors	AFS to Amortised Cost	8
Total Liabilities		8
Adjustment to Net Assets		(1,560)
Equity		
AFS Unrealised Gains Reserve to Designated Reserve		(5,142)
AFS Unrealised Gains Reserve to General Reserve		3,582
Total Equity		(1,560)

In summary, upon the adoption of PBE IPSAS 41, the Salvation Army had the following required or elected reclassifications as at 1 July 2020.

PBE IPSAS 29 Measurement category	(\$ thousands)	PBE IPSAS 41 measurement category		
		FVSD (\$ thousands)	Amortised cost (\$ thousands)	FVOCRE (\$ thousands)
Cash and cash equivalent	3,942		3,942	
Bank Deposits	67,985		67,985	
Receivables from non-exchange transactions	9,329		9,329	
Receivables from exchange transactions	662		662	
Available for sale				
Investments—equities	134,188	61,676		72,704
Investments—Bonds	88,679	50,485	36,450	

4 Capital Commitments

	2021 (\$ thousands)	2020 (\$ thousands)
Capital Commitments	7,984	29,336

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

5 Contingent Liabilities

There are no contingent liabilities at financial year end (2020: \$NIL).

6 Contingent Assets

At year end there was no contingent assets.

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, Tonga and Samoa 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, Tonga and Samoa and contributions to The Salvation Army New Zealand Officers Superannuation Scheme.

	2021 (\$ thousands)	2020 (\$ thousands)
Administration Levy and grants to IHQ	1,722	1,757
Grants paid to Fiji	1,846	1,916
Grants paid to Tonga	652	576
Grants to Samoa	913	893
Cost of Officers Super Scheme	804	760
	5,937	5,902

Balances at year end include monies invested on behalf of Fiji, Tonga and Samoa 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.

	2021 (\$ thousands)	2020 (\$ thousands)
Balances due to/(receivable from):		
IHQ	(65)	15
Fiji	1,697	1,590
Tonga	654	637
Samoa	659	373
	2,945	2,615

8 Events After the Balance Sheet Date

Subsequent to balance date there has been another nationwide level 4 lockdown due to the ongoing COVID-19 pandemic. At the current time we do not expect this to have a significant impact on the financial performance of The Salvation Army. Other than this, there were no other events subsequent to balance date.



Independent auditor's report to the Territorial Commander and Chief Secretary of The Salvation Army New Zealand Report on the Summary Financial Statements

Opinion

The summary financial statements on pages 31 to 35, which comprise the summary statement of financial position as at 30 June 2021, 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 2021.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with FRS-43: Summary Financial Statements issued by the New Zealand Accounting Standards Board.

Summary 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 and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 5 October 2021.

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

Those charged with governance are responsible on behalf of the entity for the preparation of the summary financial statements in accordance with FRS-43: Summary Financial Statements.

Auditor's Responsibilities

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA(NZ)) 810 (Revised): Engagements to Report on Summary Financial Statements.

Other than in our capacity as auditor of the Army's financial statements, we also audit the financial statements of The Salvation Army New Zealand Officers' Superannuation Scheme and provide tax advisory services. We have no other relationship with, 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.

Ernst + Young
Chartered Accountants
Wellington
1 November 2021

Statement of Service Performance— New Zealand

Overall

140,000 people helped through at least one of our services
95% clients satisfied with their service received

Faith communities

92 Faith communities | **7700** regular attenders | **200** new Christian believers

Welfare

70 centres provided food parcels or vouchers | **88,000** food parcels distributed:
69,000 to **33,000** known families/individuals; **19,000** to other agencies
32.5% clients referred to other services | **44%** Māori

Whānau support (social work)

41 centres provided **34,000** social work sessions (+17.5%) to **4000** clients
Most common family type—**female and children (35%)**
30% have never received any services from The Salvation Army before
44% of clients finishing achieved **80%** or more of their goals

Housing and wraparound support

Transitional Housing

744 houses/units (+100 on previous year) in 28 locations
1761 families/individuals helped (4000 people) | **47%** Māori
33,000 sessions with tenants | Average length of stay **15 weeks**
60% clients completed having met their goals, **51%** obtained long-term accommodation

Social Housing

572 people housed in long-term tenancies across **432** homes
Two new housing developments adding **68** new homes
Overall satisfaction for tenants of **90%**

Financial mentoring and community finance

Financial Mentoring

4400 clients received financial mentoring from 33 locations
71% clients finished feeling more confident managing their money
83% clients finished financially able to meet the needs and obligations of their whānau

Community Finance

27,607 enquiries, resulting in **1977** loan interviews
537 no- or low-interest loans approved | **\$1.64m** loan value
Bank estimated interest, fees and penalties saved **\$822k** (50%)

Development programmes

471 clients participated in our Positive Lifestyle Programme across 29 locations
429 families helped through our counselling services
240 young people (in 24 groups) participated in our year-long
Aspire Kiwi Youth Development programme
1500 (mainly young) people benefitted from outdoor adventures at our
Blue Mountain Adventure Centre

Bridge (alcohol and other drug addiction services)

5396 people received support for harmful use of alcohol and/or other drugs,
across 17 locations | **794** clients received intensive residential treatment
Main presenting issue substance of choice:
alcohol **37.2%**, methamphetamine **34.4%**, cannabis **18.6%**

Oasis (gambling addiction services)

2150 people helped through our 7 Oasis services
864 received specialist gambling counselling | **83%** say gambling strategies are working
52% primary gambling harm from pokies
72% class 4 venues engaged with adopted policies and practices to reduce gambling harm

Reintegration services

813 clients assisted through our 8 reintegration locations
7000 individual support services provided
64 clients supported in our two bail houses | Reoffending rate decreased by **79%**

Advocacy

15 written submissions on proposed legislation | **6** research reports
110 media engagements (most common—housing)

Business Support

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



Adept Ltd
 Ascalon Pacific Ltd
 Commuter Tour Services Ltd
 Dome View Farm Limited
 Estate of Eric Alfred Rogers
 Fenton McFadden
 Gilmours Hamilton

Guardians of NZ Super
 Hughes Developments Limited
 Iscar Pacific Ltd
 Lions Club Of Pukekohe
 Rotary Club of Halfmoon Bay
 Rotary Club of Newmarket
 Rotary Club of Queenstown

SEA LIFE
 Kelly Tarlton's Aquarium
 St Peter's Cambridge School NZ
 Tawa Drive Office Park Ltd
 The Print Roo
 Trade Me Limited
 Yorb Tech

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Trusts, Foundations and Other Funding Organisations greater than \$5000

Acorn Foundation	\$46,930.95	Sir William & Lady Lois Manchester Trust	<i>unpublished</i>
The A F W & J M Jones Foundation	\$35,000	Stewart Charitable Trust	\$39,000
Allan and Louisa Stewart Charitable Trust	\$5000	Sutherland Self Help Trust	<i>unpublished</i>
Auckland Airport Community Trust	\$25,000	TECT Holdings Ltd	\$3635.84
Basil Charles Bellhouse Charitable Trust	\$30,000	Thomas George Macarthy Trust	\$8000
The Blenheim Trust	\$34,070	The Tindall Foundation	\$269,071
Canterbury Co-Operative Housing Trust	\$52,983.86	Trust Waikato	\$45,000
Central Lakes Trust	\$120,000	Un Cadeau Charitable Trust	\$20,000
Charles Rupert Stead Trust	\$5116	Valder Ohinemuri Charitable Trust (Inc)	\$126,000
Christchurch City Council	\$15,255	Wellington Children's Foundation Inc	<i>unpublished</i>
Community Trust Mid & South Canterbury	\$27,400	West Georgia Trust	\$8000
Crayburn Farm Trust	<i>unpublished</i>	Winton and Margaret Bear Charitable Trust	\$35,800
David Levene Foundation	<i>unpublished</i>	Zelda Roberts Charitable Trust	<i>unpublished</i>
Dunedin City Council	\$7200	Zillah V Castle Trust	\$7100
Duo Trust	\$50,000		
Estate of PD Kerr	\$5,972.76	Perpetual Guardian grants	
Estate of Ross A Whiley	\$30,000	Estate of Daniel Albert Hally	<i>unpublished</i>
Farina Thompson Charitable Trust	\$14,000	Margaret Mowat Charitable Trust	<i>unpublished</i>
Franklin Local Board	<i>unpublished</i>	Perpetual Guardian GT–	\$52,000
Frimley Foundation	<i>unpublished</i>	Salvation Army Fund-Foundation	
Greenlea Foundation Trust	<i>unpublished</i>	Tui Flowers Foundation	\$5000
Hamilton City Council	\$21,728.50	Zena & Jack Peat Charitable Trust	\$10,000
HB Williams Turanga Trust & JN Williams Memorial Trust	<i>unpublished</i>		
Hutt Mana Charitable Trust	<i>unpublished</i>	Public Trust grants	
Ida Veronica Braithwaite Charitable Trust	<i>unpublished</i>	Estate of Eric Alfred Rogers	\$6500
The J & A Mauger Charitable Trust	<i>unpublished</i>	Emeric Erdei Charitable Trust	\$8667
J B W McKenzie Trust	\$10,000	Estate of Johannes Trommel	\$6300
J M Butland Charitable Trust	<i>unpublished</i>	Estate of John Duncan McGruer	\$18,500
The J N Lemon Charitable Trust	<i>unpublished</i>	Estate of Lawrence Durey	\$5034
L O & B M Jenkins Charitable Trust	<i>unpublished</i>	Estate of Raymond Archer	<i>unpublished</i>
Margaret Burns Charitable Trust	\$5780	LW Nelson Trust	<i>unpublished</i>
Marlborough District Council	\$10,000	Martha Helen Baldwin Trust	\$9200
Network Tasman Trust	\$20,000	Marg-Rose Linder Charitable Trust	<i>unpublished</i>
Nikau Foundation	\$7900	Morris and Mary Evans Charitable Trust	<i>unpublished</i>
Olive Tree Charitable Trust	<i>unpublished</i>	The Tillson Trust	<i>unpublished</i>
Otago Community Trust	\$45,000		
Phillip Verry Charitable Foundation	\$30,000		
Ron Long Charitable Trust	\$20,500		
Sir John Logan Campbell Residuary Estate	\$85,000		



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Territorial Headquarters
202 Cuba Street, Te Aro,
Wellington 6011

Mail
PO Box 27001, Marion
Square, Wellington, 6141

Phone
(04) 382 0744

Email
pr@salvationarmy.org.nz

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