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Annual Report 2021-2022

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Faith and works should
travel side by side,
step answering to step,
like the legs of people walking.
First faith, and then works;
and then faith again,
and then works again
until they can scarcely
distinguish which is the one
and which is the other.

General William Booth
Co-Founder of The Salvation Army



Ko te Uaratanga | Our Mission

Tiaki i te tangata

Ka whai ngā mema o Te Ope Whakaora i te taurira nā Ihu anō i whakaahua, o te tū ngātahi me te rawakore, me te tiaki i te tangata ahakoa ko wai, i ngā āhuatanga noho katoa.

Caring for people

Salvationists follow the example of Jesus by identifying with the needy, standing alongside them and caring for people in all situations.

Te huri i te noho o te tangata i te ao

E whakapono ana ngā mema o Te Ope Whakaora ka taea e Te Atua te huri te tangata hei tangata hōu, ā, ka tūponotia taua tū toiora mā te whakapono ki a Ihu Karaiti me te hihiri o te Wairua Tapu. Ka puta ngā tohu o tēnei huringa i te tāpapa hei ākongā me te ngākau tapatahi.

Transforming lives

Salvationists believe that God can transform people and the resulting wholeness is experienced through belief in Jesus Christ and by the power of the Holy Spirit. This transformation is evidenced in discipleship and commitment.

Te whakatikatika i tō tātou ao tangata

Ko tā ngā mema o Te Ope Whakaora he whakaahua i te aroha me te kaha o te Atua i te hāpori. Hei wāhanga o tēnei kaupapa me wero i te kino ina whakatata mai, waihoki te korenga e tika, me te tāmi tangata, ā, me hanga kaupapa hei whakakāhore rawa i ēnei mea katoa.

Reforming society

Salvationists seek to express the love and power of God in the community. This calls for the challenging of manifestations of evil, injustice and oppression, and for steps aimed at their elimination.



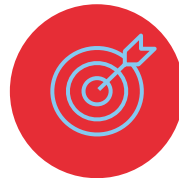
we helped more than **150,000** people

13,519 Social Support sessions provided to families



95.6% of clients were **satisfied** with the service they received

Financial Mentoring provided to **3426 people**



81% of Reintegration clients did not reoffend in their first year

129 Family Stores providing affordable goods



828 houses/units available for **transitional housing**

91 faith communities with **7237 regular attendees**



6575 people received **support for harm** from alcohol, other drugs or gambling

From the Territorial Commander



The Covid-19 pandemic continued to disrupt the lives of people throughout the territory during the period of this annual report.

We pray for all those who lost loved ones or who were otherwise affected by Covid-19, through illness, loss of income or mental health challenges.

The burgeoning cost of living, rent increases and housing prices have led many individuals and whānau to struggle to make ends meet while pushing others closer to poverty. This year in fact, our frontline staff report seeing people that have never come to us for help before.

The Salvation Army's mission is to care for people, transform lives and reform society by God's power. Our team of Salvation Army staff and volunteers worked tirelessly throughout the year, navigating Covid-19 to provide the help that people needed. Whether this was a food parcel, financial mentoring, counselling, housing support, assistance to overcome an addiction or emergency relief, The Salvation Army is always there. Our te reo Māori name sums up what we do: Te Ope Whakaora, the Army that Brings Life.

Our *State of the Nation* report in February provided a snapshot of our social progress as a nation, including the realities many whānau are facing. Shining a light on social issues is about encouraging positive changes in society.

Salvation Army corps (churches) around the territory continued to minister to the emotional, social and spiritual needs of people, whether in person or online.

Everyone on the waka is going in the same direction, working together to achieve the same goal.

Our Territorial Strategy, He Waka Eke Noa (All of Us Together), has guided our work during the year, according to the three priorities of mission impact, people and sustainability.

The metaphor of a waka (traditional Māori canoe) represents our strategic intent and is a symbol of unity. Everyone on the waka is going in the same direction, working together to achieve the same goal.

The idea of a waka also indicates that we are on a journey. We are moving forward as an organisation, together with the people we help and those that partner with us. Together we can help people to break cycles of social harm and experience the fullness of life as intended by God.

Related to He Waka Eke Noa, preparatory work was undertaken for a Local Mission Delivery Model pilot in Auckland and Northland, with the planned launch in August 2022. The pilot, which will run for eight months, provides the opportunity to trial innovative new ways to progress territorial strategic priorities.

'I have come that they may have life, and have it to the full' (John 10:10b, NIV).

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 Tauwiwi (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 Tauwiwi 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 Tauwiwi 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 Tauwiwi 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.

Our Wider Community

Fiji

Covid-19 continued to impact Fiji with borders only reopening in November 2021, having been closed since early 2020. Given that up to 50 percent of jobs are linked to the tourism industry, many people struggled for an extended period with little or no income.

The first Covid-19 outbreak hit Fiji in April 2021 and was followed by various pandemic-related restrictions. During the nearly two years of Covid-19 isolation, Salvation Army staff and volunteers worked tirelessly to meet the additional needs, which was in addition to ongoing social assistance and support.

Emergency relief included around 10,500 food parcels, 4500 school lunches, 2500 lunches from corps and a small number of fishing nets. Also, the development of 50 gardens in partnership with the Seventh-day Adventist relief agency ADRA. In addition, 1000 stationery school supply packs were distributed.

Corps ministry continued throughout the year, navigating pandemic restrictions with alternative modalities such as Microsoft Teams, telephone, email and even letters. There was also a lot of socially distanced 'talking across the fence' when people couldn't get together in person.

Drug and alcohol rehabilitation programme planning stalled due to the pandemic but has now restarted.

The Salvation Army continues to partner with non-governmental organisations, faith-based organisations and government departments in the development of a response to the continued rise in gender-based violence. Work also continues towards an action plan to combat human trafficking and modern-day slavery.

Sport ministry has been a successful outreach, particularly in sevens rugby and volleyball, while soldiership and junior soldier classes have proven popular.

The officer force and soldiers across the division have demonstrated high levels of engagement, bringing hope and support to local communities.

Tonga

Tonga was struck by a severe volcanic eruption and tsunami on 15 January 2022, creating a humanitarian crisis that affected an estimated 85,000 people across the country.

The Salvation Army, which has staff and volunteers based on the islands of Tongatapu and Vava'u, worked with authorities and used established networks to support the humanitarian response.

This included the provision and distribution of drinking water (5250 litres), battery powered lanterns, food, clothing and bedding; psycho-social relief support; and back to school resources for around 400 children.

Post-tsunami recovery work continues with a garden recovery project in Patangata and psycho-social support to the small islands of Nomuka and Fonoifua.

Following the natural disaster, Covid-19 reached Tonga and the country went into a lockdown.

Present in Tonga for more than 30 years, The Salvation Army in normal times provides a range of social and community services, including early childhood education, food parcels, medical supplies and household items, along with an alcohol and drug awareness centre and a number of corps.

The Salvation Army's Regional Headquarters and Alcohol and Drug Awareness Centre, which were co-located for many years, have now separated with the centre staying in the same building and expanding operations. The new centre will offer two classrooms, a chapel, counselling rooms and an administration hub.

A new bilingual kindergarten for 30 children was opened in Pea Village in partnership with the local community.

Community development projects focused on education, including support for three kindergartens, an after-school homework programme, community sports and psycho-social care.

Samoa

The Salvation Army Samoa Region is located in Apia and has been operating for four years. It includes a corps, an alcohol and drug programme and the regional headquarters.

Due to Covid-19, Samoa's borders were closed during the entire reporting period. The temporary closure of resorts and tourist attractions meant many people lost their jobs and poverty increased.

Salvation Army programmes operated normally in the second half of 2021, but were severely impacted by Covid-19 in the first half of 2022.

In July 2021, the addictions treatment programme was rolled out at Tanumalala Prison in response to an invitation from the Samoa Ministry of Police, Prisons and Corrections.

Later in the year they supported a mental health awareness expo and the United Nations '16 Days of Activism against Gender-Based Violence' campaign.

Samoa experienced its first cases of Covid-19 community transmission in early 2022, increasing pressure on already struggling families. Two lockdowns and related restrictions followed, affecting all programmes and activities.

Church services and Sunday school went online, and pastoral care was done via phone calls, texts, and emails. Food parcels, children's activity packs and other welfare support was provided, while PPE packs were also distributed.

While the community addictions service was on hold during lockdown, it restarted in May 2022 with social distancing. The prison-based addictions programme could not start up again during the reporting period.

A grant from the Ministry of Women, Community and Social Development grant enable activities planned for the rest of 2022 on deterring violence against women and girls. Also in June, an offer was made on a property which will house corps, addictions and the regional headquarters office space and provide a site for a planned new corps building.



From top: Salvation Army cadets at the School for Officer Training in Fiji; Devastation following the volcanic eruption and tsunami in Tonga in January 2022; Children gather at church after Covid-19 restrictions are lifted in Samoa.

Security of Place

Transitional Housing

Salvation Army Transitional Housing provides individuals and whānau with warm, dry and safe temporary accommodation for in urgent need of housing.

Tenants receive extensive wrap-around support including financial mentoring, connection to other Salvation Army services, and engagement with community-based support organisations and/or local marae.

During the year we housed 3887 individuals—women, men and children—of which close to half transitioned to longer-term accommodation, whether social housing or private rentals.

The average length of stay in transitional housing has increased to over 17 weeks due to an increase in complex family issues. Some 140 individuals and whānau stayed longer than a year.

The programme manages 828 units across the country, from Whangārei to Invercargill, ranging from one-bedroom units up to five-bedroom houses. This represents an 11 percent increase from the previous year. These consist of community based stand-alone houses, multi-room complexes, new builds and private rentals that meet healthy homes standards.

During the year Transitional Housing rolled out a new software system that streamlines the management and administration of property tasks to improve efficiency.

Transitional Housing has expanded in urban areas, with future demand reaching into regional areas. A particular focus is meeting the need for our larger whānau. The increased cost of living, along with continued rent increases and impacts of the pandemic, placed further strain on already struggling individuals and whānau.

The types of people presenting to Transitional Housing are changing, with more working poor, hard working whānau and individuals in need of housing support.

Social Housing

Salvation Army Social Housing provides long-term rental housing to individuals and whānau in multiple units across 25 villages. The accommodation is located in towns and cities from Auckland to Mosgiel, with each village ranging in size from three to 60 units.

The aim is to provide warm, dry, safe and affordable accommodation for people with a range of needs who are on the Ministry of Social Development Housing Register.

The occupancy rate during the year has been over 95 percent, with most of the vacancies associated with repairs and upgrading that take place when a tenant departs.

A significant new development that will house around 100 people is planned to be built on vacant land next to the existing Nawton complex.

Missional and tenancy staff manage each village on the ground, while wraparound services are provided to support whānau and ensure they sustain their tenancy. Another chaplain has been added to the Social Housing team, bringing the total number to four part-time and full-time chaplains.

A generous legacy allowed for the refurbishment of a 40-unit village in Nawton, Hamilton. Built in the 1980s, the units now have double glazing, upgraded insulation and new cladding. It is planned to upgrade another 60 units in the upcoming financial year.

A significant new development that will house around 100 people is planned to be built on vacant land next to the existing Nawton complex. The 31 single- and two-stay units, with between one and four bedrooms each, will include a community centre, shared parking and green space. The development has received its resource and building consents, with building expected to start in September 2022.



Darren and Miriana's Story

Darren was working as a self-employed painter when his new business fell into debt trying to stay afloat during the Covid-19 pandemic. To compound this, their landlord had to sell the house they were renting.

Struggling financially and homeless, the family had to move into a motel and Darren was worried he wouldn't be able to provide stability for his children.

Upon coming to The Salvation Army for help, Darren and Miriana's family were offered transitional housing. With a safe and fully furnished place to stay, they were supported by social workers and

offered a range of wraparound services until they were able to secure more permanent long-term housing.

Darren and Miriana were overwhelmed with emotion when they saw the transitional home for the first time. 'We drove up the hill and there's this beautiful house, it was probably one of the happiest days of my life,' says Miriana.

Today, the family are enjoying the warmth and security of their own place and can look forward to a positive future.



3887 people helped through **transitional housing**



89% Overall satisfaction for **social housing tenants**

Strengthening Connections

Community Ministries centres around Aotearoa New Zealand bring hope and practical support to vulnerable individuals and whānau, with close to 140,000 people receiving welfare support during the year.

Extraordinary pressures this year, as a result of the pandemic, increased cost of living and difficulties in securing safe, secure accommodation, which have left increasing numbers of people needing support.

Families often face a tipping point such as not having enough money to buy food. Community Ministries staff provide immediate relief, while offering wraparound support. Help can include financial mentoring, positive lifestyle training, and counselling, with the aim to help individuals and families back on their feet.

During the year, The Salvation Army's network of over 70 foodbanks across the country provided more than 83,000 food parcels or vouchers to individuals, families and partner agencies and centres.

Community Ministries staff provide immediate relief, while offering wraparound support.

The traditional foodbank, where people receive a pre-packed food parcel, is increasingly moving toward a choice model where people select the items themselves. This results in greater empowerment for people supported, more efficient use of food donations and increased skills in budgeting and meal planning.

Choice model foodbanks are operating at centres including Palmerston North, Hutt City, Upper Hutt and Queenstown and in Hamilton from August 2022.

The Foodbank Project

Operating in Aotearoa New Zealand since 2015, The Foodbank Project is an online donation platform where people can buy food and grocery items that are donated to Salvation Army foodbanks, and then given to Kiwi in need.

During the year, \$2,377,000 of food and other items were donated and over 40 foodbanks supplied with weekly deliveries of fresh food and grocery items to sustain their communities.

The Foodbank Project is run in partnership with Countdown, which provide purchased food and other items at cost and delivers them free of charge to the nearest Salvation Army foodbank.

Positive Lifestyle Programme

The Positive Lifestyle Programme (PLP) is a module-based eight-week course designed to enhance participants' self-awareness and give better understanding of personal life skills.

During the year, 59 trained and accredited facilitators assisted 398 participants at 29 centres across the country. Individual or group sessions covered topics such as depression, loneliness, anger, stress, grief and assertiveness.

Financial Mentoring

Financial Mentoring is an educational programme that assists people to identify the situations and financial decisions that contribute to debt, and to develop financial and life strategies to reduce debt while planning for future needs.

During the year, 52 staff and volunteers at 33 locations nationwide supported 3426 people directly, along with almost 6000 dependants.

Support often starts with identifying any debt and helping people prepare and follow a workable budget, but can extend to other financial assistance, such as negotiating with creditors and lenders and helping to challenge irresponsible lending.



Dee and Magdalena's Story

The Sallies Kitchen Programme is one of the life skills programmes we run in Christchurch. Dee Price, social worker from Christchurch City Corps, runs the six-week course annually.

Dee is passionate about teaching people to cook tasty, nutritious meals, even on a tight budget and with limited cooking equipment. 'Some people don't have much equipment at home, so we teach them how to cook everything in an electric fry pan. At the end, we gift everyone their own.'

Dee recalls a grandfather who did the course. 'He lived on his own but often had the care of his grandchildren.

He would usually cook them two-minute noodles or baked beans, so he came to the course to learn how to cook. I saw him about a month ago and he was thrilled with the way his grand children had been receiving his meals. He had a huge smile, and the sense of achievement he got from it was awesome.'

Another success story is Magdalena. She says, 'I've been cooking for my family for a long time, but we are on a very tight budget. The course taught me clever ways to shop more affordably, and I definitely learnt to be more creative with canned food.'



70 centres
providing
Social Support



89% of people
completed
Financial
Mentoring
feeling at least
moderately
confident
managing
their money

Growth and Development

International Development

International Development operates a sponsorship programme and international projects. Sponsorship reached thousands of children in 18 countries during the year, with the largest programmes in Indonesia, Kenya and the Philippines. Sponsorship has moved to community or corps-based programmes, focused on education, welfare and spiritual and cultural wellbeing. Ten international projects were supported during the year under themes including education, health, community development and clean water.

Driver Education and Training

The Salvation Army Driver Programmes provide help for individuals facing barriers to gaining their restricted and full driver licences. The programmes recognise that holding a driver licence contributes to social and community connectiveness and creates a better chance of securing a pathway into permanent and sustainable employment.

During the year, 723 people benefitted from the Driver Programmes services, which are provided by community volunteers using a fleet of 20 cars in Christchurch and six other South Island locations.

...holding a driver licence contributes to ... a better chance of securing a pathway into permanent and sustainable employment.

From early 2022, the Christchurch Open Road driver training programme for former refugees was expanded to help refugee settlement services in Ashburton.

Aspire

Aspire is a 10-month youth development programme for 11- to 16-year-olds that includes weekly work, adventure experiences and family support. There is a strong emphasis on self-reflection and recognition alongside key youth development principles. Around 240 young people completed Aspire during the last school year.

E Tū Ākonga

E Tū Ākonga is a 20-week programme aimed at helping young people who became disconnected from education and/or are struggling with mental health issues due to Covid-19. During the year around 700 people aged between 12 to 21 years were helped by the programme, which is supported by the Ministry of Youth Development. The programme will be rolled over for another year.

BMAC

The Salvation Army Blue Mountain Adventure Centre is an outdoor adventure centre based in Raurimu in the central North Island. Established in 1990, it has become a well-known and trusted outdoor education centre used by organisations, schools and various groups from around the country. There is a strong focus on safety, and an enthusiastic team of staff.

The centre's mission is to help young people discover and live out their God-given potential through the challenge of adventure. Despite the need to navigate Covid-19 restrictions, about 1500 young people went through the centre during the year.

Pasifika THRIVE

The new Pasifika THRIVE initiative involves a series of programmes operating out of Porirua Corps which support Pasifika young people to feel connected and inspired. The programmes run in three schools, reaching close to 200 young people, alongside engagement with families and communities.

Youth Work Training

Eleven people graduated from the Foundations of Youth Work course which aims to upskill Salvation Army volunteers who work with youth in a range of mission settings.

The Living and Breathing (L.A.B) programme is a three-year tailored apprenticeship scheme for people who want to become professional youth workers. Three people graduated at the end of the year. L.A.B provides the experience students need while studying for a degree or diploma in youth development.



Aspire's Story

The Aspire Programme exists to support Kiwi rangatahi navigate life, purpose, relationships, hopes and dreams.

Furthermore, Aspire puts positive, safe adults alongside our rangatahi in a time where their development correlates with who they become.

We were privileged to journey alongside a group of people who didn't want to be in school any more, they didn't see any other way for their lives to go and were happy to be sitting at home on the benefit. We journeyed together deeply on the 'ko wai au' part of the Aspire programme to help them navigate their worlds.

Of the people we journeyed with that year, three are now at uni studying policy, science, and sociology, two are mothers who are still with their partners and are making it work as a family unit, two are working full time and living independently, one was nominated the best female fire dancer in Wellington, and one has gone back home to look after their elderly grandparents. Looking at them and how far they have come, I am proud at the work they choose to continue to do for themselves and their families.



723 driving school students



1473 people participated in outdoor adventures at Blue Mountain Adventure Centre

Finding Faith

Chaplaincy

Salvation Army chaplains are skilled listeners who respect the religious traditions of those who seek religious and spiritual support.

At least 80 Salvation Army chaplains provide pastoral care in over 20 different contexts throughout the territory, including in the courts, police force, schools, prisons, hospitals and New Zealand Defence Force. A film promoting Salvation Army chaplaincy as a ministry option in the territory, produced during 2022, is expected for release in early 2023.

At least 80 Salvation Army chaplains provide pastoral care in over 20 different contexts throughout the territory...

The Territorial Chaplains Support Team (CST) continues to champion the work of chaplains in the territory and work is well underway to develop an online version of the Foundations for Chaplaincy course.

Recovery Churches

Recovery Church is a place where people find mutual support as they journey in recovery from alcohol, drug and other addictions.

Operated in corps around the territory in partnership with Salvation Army Addiction Services, Recovery Church is open to everyone, with thousands of people taking part during the year. It continues to provide a place where people connect with God and connect with each other as they search for meaning and purpose in their lives.

As Covid-19 restrictions have lifted, participants have welcomed the opportunity to return to larger group meetings.

Māori Ministry

A new educational Māori resource book, launched in June 2021, provided a guide for staff and

volunteers throughout the year and onwards.

He Pukapuka Rauemi Māori provides explanation, context, and instruction on the use of tikanga Māori (Māori culture and practice) within Te Ope Whakaora (The Salvation Army). During the year, a new Māori cultural app, Te Kākano (The Seed) was developed, with a launch date in August 2022. It was created to help learn te reo and culturally engage with people of Māori heritage.

A 12-person rūnanga (committee) continued to provide oversight, strategic leadership and support to Māori Ministry.

Camps and Conferences

Amplify, the annual creative arts and discipleship camp held in January, adapted to the pandemic by becoming a mixed online and local group event called 'Amplify Locals', with about 450 youth taking part, including participants from Fiji and Australia. The traditional Easter camps were cancelled in April 2022, due to the pandemic.

An estimated 400 participants from six nations—New Zealand, Fiji, Tonga, Australia, the UK and India—took part in an online version of the annual 2022 More Conference in July 2022.

Territorial Youth Band

The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory's Youth Band is made up of 40 members, including a technical team, who attend Salvation Army corps (churches) around the territory. The musicians are aged between 14 to 30 years.

Covid-19 restrictions affected the schedule of activities, but the band made a successful visit to Christchurch in July, while an annual rehearsal camp was held at Silverstream in February.

SpiritSong

SpiritSong is a Salvation Army national vocal group with some 20 members who provide a music ministry through corps and centres. Group members support the direction of Salvation Army ministry in the diverse local community settings where they perform.



Major Nigel's Story

Salvation Army officer Major Nigel Luscombe has been commissioned as a military chaplain with the New Zealand Army Reserves.

Nigel takes on the rank of Chaplain Class 4, which is equivalent to Captain in the New Zealand Army.

The military chaplain is a support role that is an integral part of the military support network. It involves talking to soldiers about issues they face, such as problems with alcohol and drugs, and providing emotional, spiritual and practical support. The chaplain also

leads chapel services and is available to officiate at weddings and christenings.

'What I'm most looking forward to is being there when team members need someone to talk to and helping them to overcome any issues they have,' says Nigel.

Although the military chaplain post is a non-combat role, he needs to wear a sidearm for self-defence purposes only.



7237 regular attendees across **91** faith communities



An estimated **3300** people were helped by **Court and Prison Chaplains**

Healthy and Resilient

Bridge

The Salvation Army Bridge programme provides a range of specialist addiction treatment services for people experiencing alcohol and drug addictions. Each of the 17 Bridge centres throughout the motu (country), from Whangārei to Invercargill, offer varying programmes and support. Some centres offer residential and community programmes, while others involve a day programme or the Rural Pathways programme.

Despite Covid-19 restrictions and related coronavirus management, the Bridge was still able to help 4375 people—3635 people received various levels of support in community settings, while a further 740 people were admitted to residential treatment.

Bridge services were able to pivot and flex to ensure that residential services continued to operate, while community services moved to alternative modalities such as telephone and social media as required.

New Zealand communities continue to experience and witness harm caused by the excessive use of alcohol and other drugs. The primary substance of concern among those in residential intensive treatment services was alcohol (48.4%), followed by amphetamines (33.6%).

Oasis

The Salvation Army Oasis helps people who are experiencing harm from gambling, either directly through their own gambling, or indirectly via a family member.

Gambling harm is a recognised health issue in Aotearoa New Zealand, with the addictive nature of gambling meaning that it can be challenging for people to control and/or stop gambling on their own.

During the year the Oasis service assisted 2190 people across Aotearoa New Zealand to address the personal and familial impacts of harmful gambling through a combination of brief interventions, counselling, education and other assistance.

Specialist counselling support was provided to 1067 people (an increase of 203 from the previous year)

of which 93 percent were people with gambling issues. The remainder of those helped were whānau impacted by the gambling behaviour of a family member. Most clients were adults, with just over half being male.

Improvements were made to the Oasis website to make it easier for people to reach out for help. This included a chat function and an interactive gambling screener—developed in partnership with PGF Services and the University of Auckland—which provides personalised feedback and links people to our specialist services.

New Zealand communities continue to experience and witness harm caused by the excessive use of alcohol and other drugs.

Reintegration

Reintegration Services provide wraparound support and accommodation to help people rebuild their lives after prison and reintegrate back into the community, including through preparation for work. Some 886 individuals were supported during the year in our Reintegration Services and Bail House, with just over half identifying as Māori.

A range of professional staff bring a combination of clinical knowledge, cultural worldviews and lived experience to empower people to take control of their lives as we support them in a smooth transition back into society and to make lasting change.

Levels of reoffending are significantly lower for people who have benefitted from the programme, with between 75 and 80 percent less likelihood of their engaging in further criminal activity.

There has been an increased acceptance for employment opportunities of the people who successfully complete our programmes, with a number of employers taking on more than one client.



Mark's Story

Mark Pellett is one of those rare creatures: someone who truly loves their work. Now the Southern Division regional manager for Reintegration Services, Mark initially turned down an offer of a job with the service.

A baker at the time, he was approached by family friend Glen Buckner, the national operations manager of Reintegration Services to see if he would join the Reintegration team.

He said no, as he was enjoying his role, but by the time Glen asked again, Mark had been made redundant and was seeking a career that would offer hope and help to

people. 'I was at a crossroads in my life,' says Mark.

'My family has always helped homeless people, giving them food and showing our boys there are homeless people in other places than New Zealand. I wanted to help people.'

Glen knew the couple, and Mark says Glen told him he had been praying for someone to come and join the team, 'and my name kept coming up'. He did a shift, as a trial, and decided that this was the new direction to follow in life.



807 clients assisted with **reintegration**



81% of clients have **not reoffended** after one year

Advocacy and Support

Social Policy and Parliamentary Unit

The Social Policy and Parliamentary Unit (SPPU) prepares papers, reports and submissions, and gives presentations to encourage necessary reforms for the wellbeing of all individuals, families and communities. Members of SPPU maintain an active voice in the media and advocate and partner with stakeholders such as MPs from all parties, government departments and academia.

In August 2021, The Salvation Army's fourth 'State of Our Communities' report was published, highlighting the scarcity of mental health facilities, the huge increases in house prices, and the lack of infrastructure spending in Invercargill, Carterton and Tokoroa.

SPPU made a submission on the Commerce Commission's draft report into the supermarket sector, sharing concerns about the costs of basic food items relative to incomes, and access to affordable food for some communities.

In September, SPPU produced two 'lockdown briefings' that focused on issues related to the pandemic and, in the same month, highlighted gambling harm.

In October, an advocacy paper proposed a national network of social enterprise supermarkets and a series of systemic changes to help address and eliminate food insecurity.

The flagship *State of the Nation* report attracted wide media coverage in February 2022. In its fifteenth year, the report draws on existing data to provide a snapshot of our social progress as a nation across six sections: Children and Youth, Work and Incomes, Housing, Crime and Punishment, Social Hazards, and Māori Wellbeing. Due to the Covid-19 outbreak, the launch moved online.

In May, a pre-budget policy paper addressed the issues of high rental costs and the surging increase in the cost of living; leaving the most vulnerable individuals and families behind when it comes to securing safe and affordable accommodation.

Emergency Services

In July 2021, heavy rain in Westport and across the Buller District led to flooding, with some people displaced from their homes. The Salvation Army in Westport provided one of several evacuation centres in partnership with local Civil Defence, where affected individuals and families could shelter overnight and receive other emergency support such as food. The shelter later became a drop-in centre for several weeks and food parcels were also distributed to families in need.

Westport and the Buller District were again affected by heavy rain and flooding in February 2022. The Salvation Army worked with partner agencies to support a central evacuation centre, registering evacuees, doing needs assessments and providing psycho-social support.

Salvation Army staff on the ground in Tonga quickly supported the emergency relief response.

When Tonga was struck by an underwater volcanic eruption and tsunami, communication was initially cut off with the nation. Salvation Army staff on the ground in Tonga quickly supported the emergency relief response. Once communications were restored to some degree, Emergency Services in New Zealand worked to make available donated funds and technical support.

In May 2022, psychological first aid facilitator training was delivered at The Salvation Army's Booth College of Mission in Upper Hutt. The training of trainer's course involved 12 Salvation Army staff who will roll out the training to colleagues in New Zealand from the end of 2022, to be followed by staff in Fiji, Tonga and Samoa.



Mariana's Story

Mariana Esquivel-Pena—Social Policy and Parliamentary Unit (SPPU) office manager—has been described as the glue that keeps the unit together.

Hailing from Mexico, Mariana joined The Salvation Army in December, having originally come to Aotearoa New Zealand on a one-year working holiday. She is now settled in Wellington with her partner, a Spanish-speaking Kiwi.

In her role with The Salvation Army, Mariana handles administration for the team, including organising meetings with MPs and other stakeholders, and providing support at events.

Mariana holds a BA in communication and is studying part-time towards a diploma in web development.

'It is so rewarding to be part of the SPPU team and to contribute to The Salvation Army's advocacy work for vulnerable people in the community,' says Mariana.

In her spare time, Mariana works with refugee high school-age children, helping with their homework.



22 written submissions on proposed legislation



131 media engagements

Family Stores

The network of 129 Family Stores across Aotearoa New Zealand—from Kaitiāia to Invercargill—is a vital part of The Salvation Army's work in the community. The funds they generate from goods generously donated go towards our work serving the communities in which they are based. In addition, with the rise in the cost of living, Family Stores continue to be a very popular source of quality second hand goods at reasonable prices.

Supporting communities

Although Covid-19 lockdowns caused disruption to the operation of the stores, with an associated financial impact, this year \$11.8 million went directly back to the communities who supported them, with \$5.1 million in funding to provide regional support.

Items from Family Stores may be provided by the local Community Ministries team, where appropriate to help a person in need. In this way, a significant level of support is provided through Family Stores to people in need across the country.

Family Stores also help the environment: it is estimated that the provision of goods via Family Stores saves about 16,000 tonnes of material from going to landfills, allowing these things to be recycled instead.

Staff and volunteers

Around 2200 people volunteer at Family Stores along with 672 paid staff (a mix of part-time and full-time). Some of the volunteers have been helped by The Salvation Army and are motivated to give back to help others.

Local initiative

In a local initiative, Northland Family Stores partner with The Clothing Shed, providing clothing to vulnerable people and families, along with health trusts, social service agencies, nearby schools and childcare centres, and local kuia and kaumatua. The Family Store provides clothing and linen each week. All clothing that is fit to wear, but does not

sell in-store, goes direct to The Clothing Shed instead of landfill.

Super Rugby players visit

Players and staff from two Super Rugby teams—the Hurricanes and the Highlanders—spent time at Family Stores in Wellington and Dunedin in June. They got a practical insight into the workings of a Family Store and tried their hand at various typical in-store jobs. This included sorting through donated items, unloading donated furniture from a delivery truck, helping move a customer's newly purchased couch, and loading a bed base onto the roof rack of a customer's car. The players also donated items themselves and made videos of their visits in support of The Salvation Army's Red Shield Appeal.

The funds Family Stores generate from goods generously donated go towards our work serving the communities in which they are based.

Local store changes

During the year, there were a number of local store changes. In Christchurch, the Poulson Street store, which had been at the same site since the 1970s, was relocated and combined with the Lincoln Street store, producing a store better suited to the needs of customers and the modern retail environment. A new store was opened in Belfast, northern Christchurch, while the Invercargill store was relocated. Also in Christchurch, a fire in the Woolston store meant it was closed for several months.



Karen's Story

Anyone who watched 1 News at 6pm on Sunday 20 March may have spotted an awesome shout out to one of The Salvation Army's Family Store staff.

Waitara Family Store Manager Karen Lowe was nominated for the channel's Good Sorts segment.

Karen first stepped into the Waitara store 40 years ago, as a customer looking for a pram. Decades later, she now serves the community as the store manager who is always available for a chat.

Her heart for the community was clearly displayed throughout the short segment,

as she interacted with store regulars who have become local friends.

'I enjoy helping people,' she explained in the segment. 'I've been managing the store for 19 years.'

After having dealt with cancer twice in the past four years, she also arranged a cancer support group—one more way that she gives back to her community.



16,000 tonnes saved from landfill each year



Over **600** paid staff and over **2000** volunteers

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 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 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 139 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 2022, The Salvation Army recorded an operating deficit of almost \$18 million. This is a reduction of \$57 million from 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 2022 decrease in surplus reflected significant impacts from the fall in investment values and increased programme costs in response to the growing number of people accessing our services and increased missional needs of our clients.

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's 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 advisors 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 36 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 to the International College for Officers in London, and delegate to 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 36 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 to 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 Territorial Governance Board strategy and policies. Gerry has been a Salvation Army officer for 13 years, along with 25 years in public service and governance roles in various community organisations.

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*.

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 was 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.

Major Liz Gainsford

Liz Gainsford is the Territorial Secretary for Spiritual Life Development. She has been an officer for 21 years and held a variety of appointments in corps (church), divisional and territorial headquarters and in training work spanning three countries (New Zealand, Australia and Tanzania). In August 2018, she was appointed as an inaugural member of the General's Council focusing on Leader and Officer Training and Development. To help keep her grounded in both life and ministry, she is married to Ian and has two amazing teenage children, Sophie and Malachi.

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 31 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.



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.

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.

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 31 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.

Ngaire Scott

Ngaire Scott is a chartered accountant and Chief Financial Officer for Trinity Lands Ltd. She has served in numerous senior executive leadership roles, including governance, directorships, CEO, CFO, trustee, and audit, risk and remuneration committee membership. Ngaire's expertise includes compliance,

Upper (l-r): Comr Mark Campbell, Comr Julie Campbell, Col Gerry Walker, Graham Bidois Cameron. Middle (l-r): Gregory Fortuin, Mjr Liz Gainsford, Susan Howan, Env Stewart Irwin. Lower (l-r): Arron Perriam, Col Heather Rodwell, Ngaire Scott, Aiolupotea Lili Tuioti.

assessing and managing risk, raising capital and managing finance, strategic thinking, making large investment decisions, system development and financial reporting. She is a committed Christian, an active member in her local church and a parent and grandparent. She loves family activities and balancing life with work and outdoor adventures.

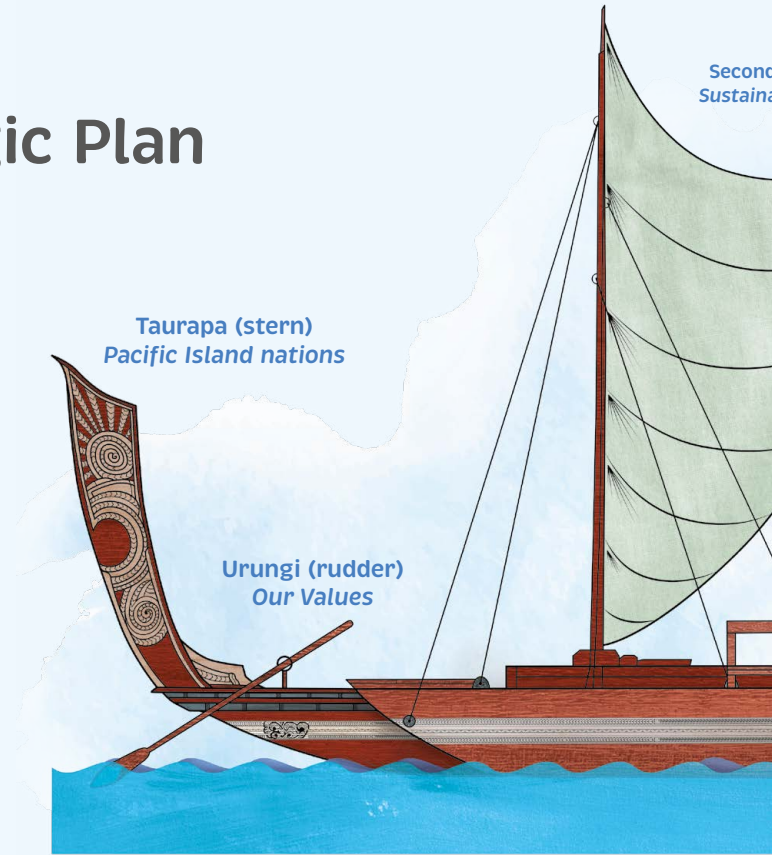
Aiolupotea Lili Tuioti

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 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.

Territorial Strategic Plan

He Waka Eke Noa

One Waka • All of us together



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.

Our Values



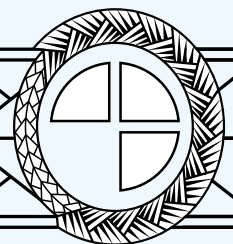
Put Jesus First



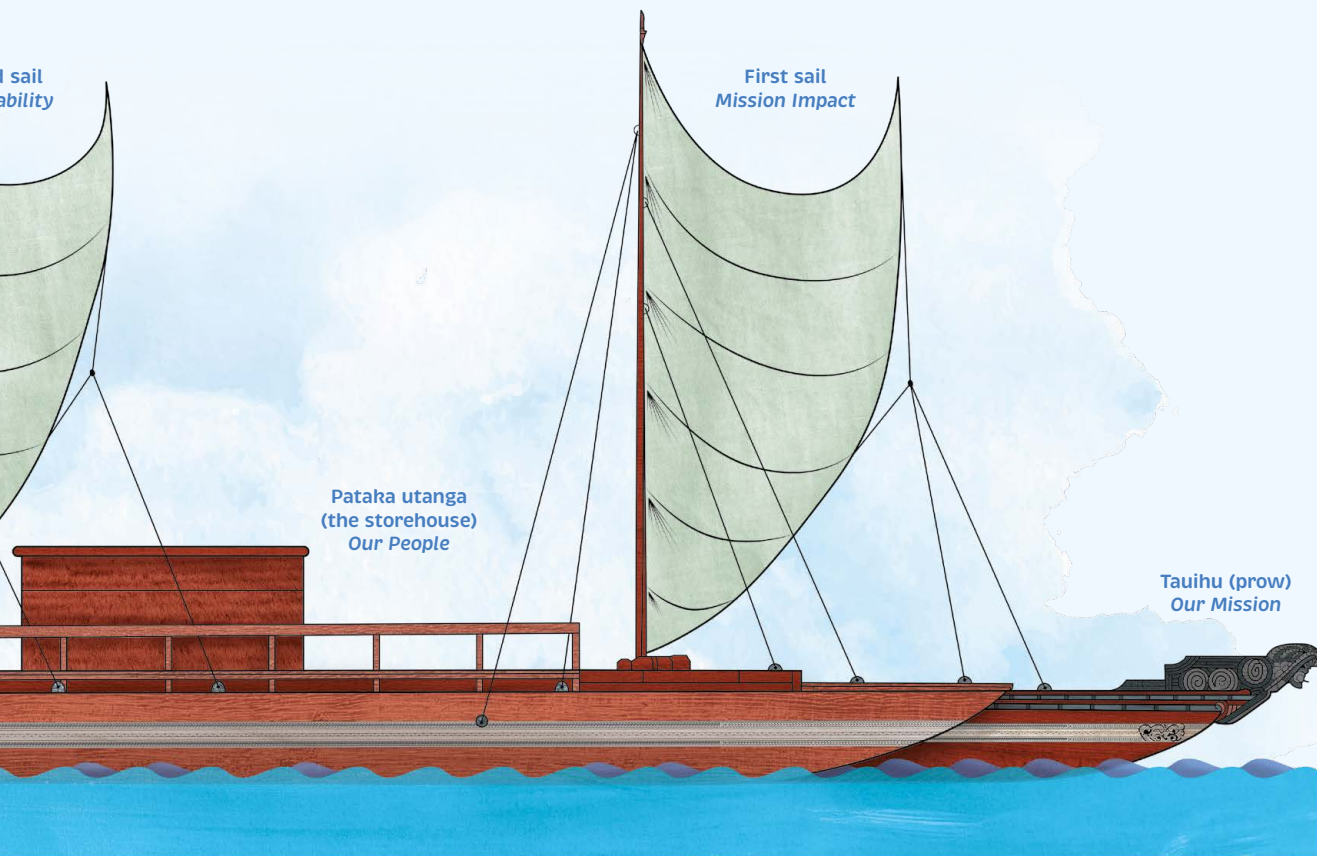
Care For Others



Walk the Talk



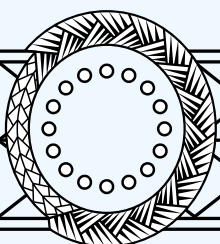
Think Holistically



The waka is carved with cultural designs from each of the countries, recognising their individual cultures. Above the water line, (harakeke) flax 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).

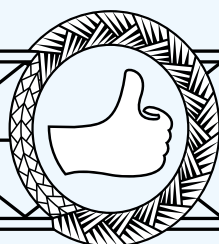
He Waka Eke Noa derives from a Māori whakataukī (proverb), and refers to working in unity and leaving no one behind. The canoe which we are all in without exception. We rise together, fall together and keep going ... **together.**



**Offer a Place
to Belong**



**Do the Right
Thing**



**Support Our
Army**

Statement of Service Performance

The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Our message is based on the Bible. Our ministry is motivated by the love of God. Our mission is to preach the gospel of Jesus Christ and to meet human needs in God's name without discrimination.

In the context of New Zealand, Fiji, Tonga and Samoa, we apply this through our local Mission Statement of 'caring for people, transforming lives and reforming society by God's power'.

While this mission is compelling, it doesn't give us the answer to one very important motivating question—why? In the Bible, Jesus says, 'I have come that they may have life and have it to the full' (John 10:10b). The Māori translation of The Salvation Army, Te Ope Whakaora, literally means the group (or Army) bringing life. This is our 'why'. We care for people, transform lives and reform society by God's power, so people experience fullness of life, as intended by God.

What does this mean? While the Bible does not provide an explicit answer, it is clear that it encompasses the whole person—their spiritual, physical, emotional and social needs. In a Mission Impact context, we believe such life extends to four key areas of focus. People who are experiencing the fullness of life that God intends are:

- **Free from Material Hardship:** having your material needs met is essential to wellbeing—food to eat, warm clothes, a safe and warm place to live, and resources to meet essential needs.
- **Healthy and Resilient:** good health includes mental, emotional, and physical wellbeing, with resilience to withstand or recover from difficult circumstances.
- **Connected in Healthy Relationships:** people who are connected in strong, healthy support networks are more likely to maintain positive changes and experience a better quality of life.
- **Following Jesus:** as a Christian movement, The Salvation Army believes that following Jesus

provides meaning and guidance for life today, as well as security for eternity.

These outcomes are achieved through our services, each service having a specialist focus, while also contributing to the other end goals either directly or via referral. For example:

Our Bridge services have a specialist focus of helping people be free from alcohol and other drugs (AOD) harm, while incorporating many of the other outcome areas, such as lifting capability and motivation, addressing mental and physical health needs, improving personal relationships, encouraging community and cultural connection, raising spiritual awareness and connections to Recovery Church, supplementing resources, and ensuring they have a suitable living situation to return to.

This is our 'why'. We care for people, transform lives and reform society by God's power, so people experience fullness of life, as intended by God.

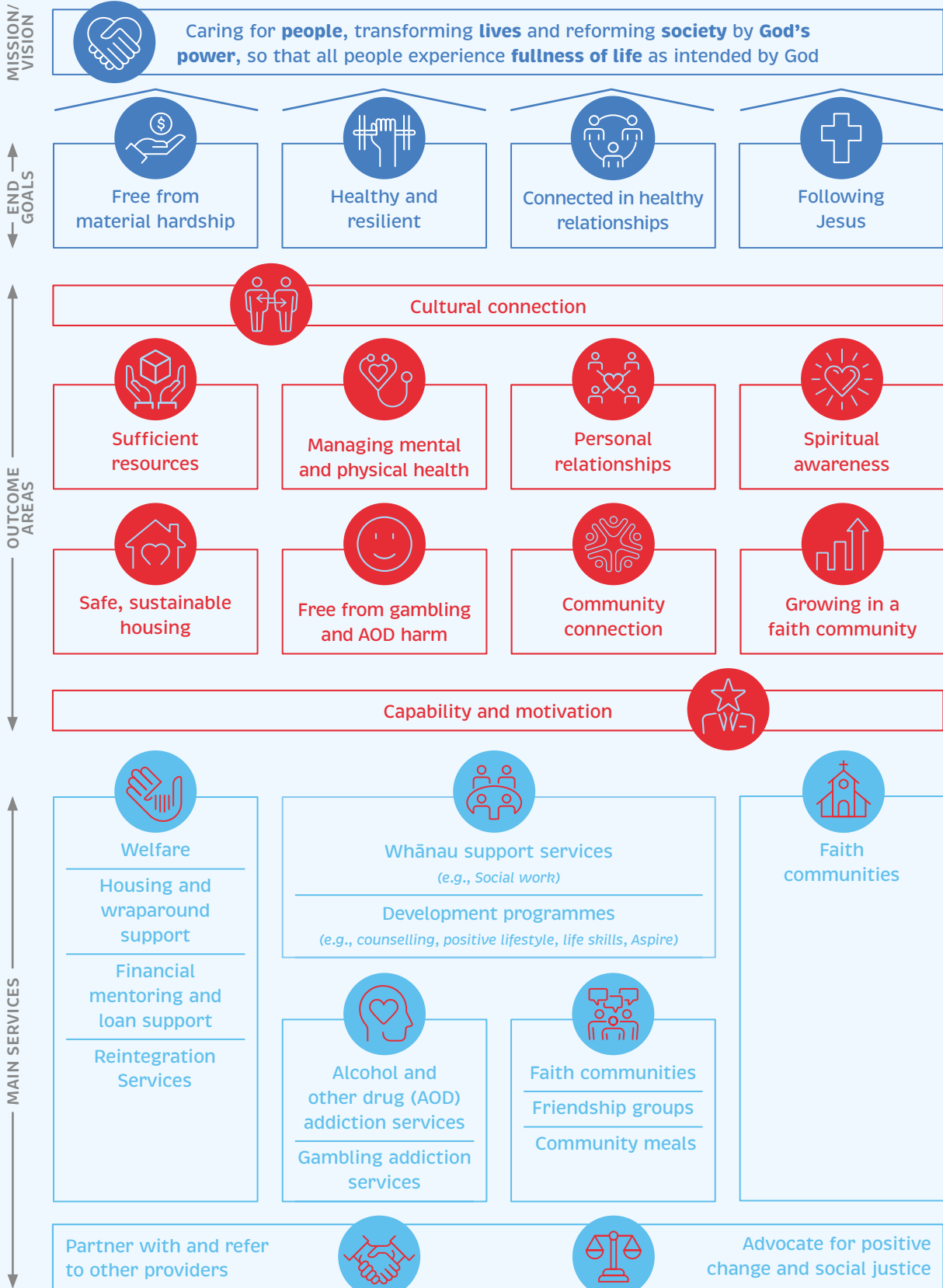
Our welfare services help people have sufficient resources, while referring people to other services like housing, financial mentoring, social work and faith communities.

Our vision, end goals, desired outcome areas and main services provided to achieve these goals are summarised in the diagram on page 31.

The table on pages 32–34 provides a summary of our major services and our key measures of performance for the year. Many of these services have been impacted by Covid-19 restrictions and outbreaks, affecting outcomes. Despite this, our client satisfaction has remained at over 95%.

Some 2020/21 numbers vary from those published last year, due to ongoing efforts to tighten our data rules.

The Salvation Army



Statement of Service Performance 2021/22 (New Zealand)

	2021/22	2021/20
Overall		
Estimated people helped through at least one of our services	158,000	148,000
Percentage of clients satisfied with the service received	95.6%	95.7%
Support for Māori		
Estimated Māori helped through at least one of our services	68,000	69,000
Percentage of people helped who are Māori	43%	47%
Welfare		
Centres providing welfare support	70	70
Estimated number of people who received welfare support directly	138,212¹	121,060
Food parcels/vouchers/hampers provided to families/individuals directly	74,566	76,079
Food parcels provided to other organisations for distribution	8,282	14,992
Welfare clients referred to other services	32%	32.5%
Housing and Wraparound Support		
Number of houses/units used for transitional housing	828	756
Number of households helped through transitional housing	1,647 (3,887 people)	1,781 (4,071 people)
Number of sessions with transitional housing tenants	75,903	69,435
Average length of stay by transitional housing tenants	17 weeks	15 weeks
Transitional housing clients finishing having met 80%+ of their goals	61.8%	68.3%
Transitional housing clients obtaining long-term accommodation	48.3%	52.6%
Number of people housed in long-term social housing tenancies	657	572
Number of homes provided for social housing	431	432
Number of new social housing homes built	0	68
Overall satisfaction for social housing tenants	89%	90%
Financial Mentoring and Community Finance		
Clients receiving financial mentoring	3,426 (33 locations)	3,852 (33 locations)
Clients finishing financial mentoring feeling at least moderately confident managing their money	89.3% (39.4% at start)	N/A (new measure)
Clients finishing financial mentoring stating they are at least moderately able to meet the financial needs and obligations of their whānau	88.5% (43.9% at start)	N/A (new measure)
Number of no- or low-interest loan enquiries and interviews	21,268 1,114	27,607 1,977
Number of no- or low-interest loans approved ²	182	537
Total value of no- or low-interest loans approved	\$653k	\$1.64m
Bank estimated interest, fees and penalties saved through no-or low -interest loans	\$327k (50%)	\$822k (50%)

	2021/22	2021/20
Reintegration Services		
Clients assisted with reintegration	807 (8 locations)	813 (8 locations)
Clients supported in a bail house	79 (2 locations)	64 (2 locations)
Percentage of clients with a reintegration plan	69%	76%
Percentage of clients who have not reoffended after one year	81%	79%
Whānau Support (Social Work)		
Families helped through our whānau support services ³	2,259 (32 locations)	2,474 (36 locations)
Number of sessions with social work families	13,519	14,947
Clients finishing achieving 80% or more of their goals	32%	42%
Development Programmes		
People participating in our Positive Lifestyle Programme	398 (29 locations)	576 (36 locations)
Families helped through our counselling services	354 (14 locations)	439 (14 locations)
Young people participating in our year-long Aspire Kiwi Youth Development programme	158 (17 groups)	240 (24 groups)
People participating in outdoor adventures at our Blue Mountain Adventure Centre	1,473	2,311 ⁴
Alcohol and Other Drugs (AODs) Addiction Services (Bridge)		
People who received support for harmful use of AODs	4,375 (17 locations)	4,979 (17 locations)
Clients who received intensive AODs treatment	740	978
Percentage of intensive AODs treatment clients completing the programme	48.5%	51.8%
Residential AODs treatment average occupancy	57.8% ⁵	74.4%
Gambling Addiction Services (Oasis)		
People receiving gambling harm help	2,190 (7 locations)	2,150 (7 locations)
People receiving specialist gambling counselling	1,067	864
People who say gambling harm strategies are working	86.7%	78.5%
Class 4 venues engaged with who adopted policies and practices to reduce gambling harm	82%	72%
Faith Communities		
Number of churches/faith communities	91	92
Regular attenders	7,237	7,780
New Christian believers	58 ⁶	209

	2021/22	2021/20
Advocacy		
Written submissions on proposed legislation	22	15
Research reports developed	3	6
Media engagements	131	110
Other		
Family Stores reducing waste, recycling goods and providing affordable goods	129	132
Early childhood education centres and SPACE students	324⁷ (4 locations)	368 (4 locations)
Seniors' groups and members	53 groups, 1007 members	48 groups, 1007 members
Driving school students	723 (7 locations)	350 (7 locations)
Estimated people helped by court and prison chaplains ⁸	3,300⁹	6,000

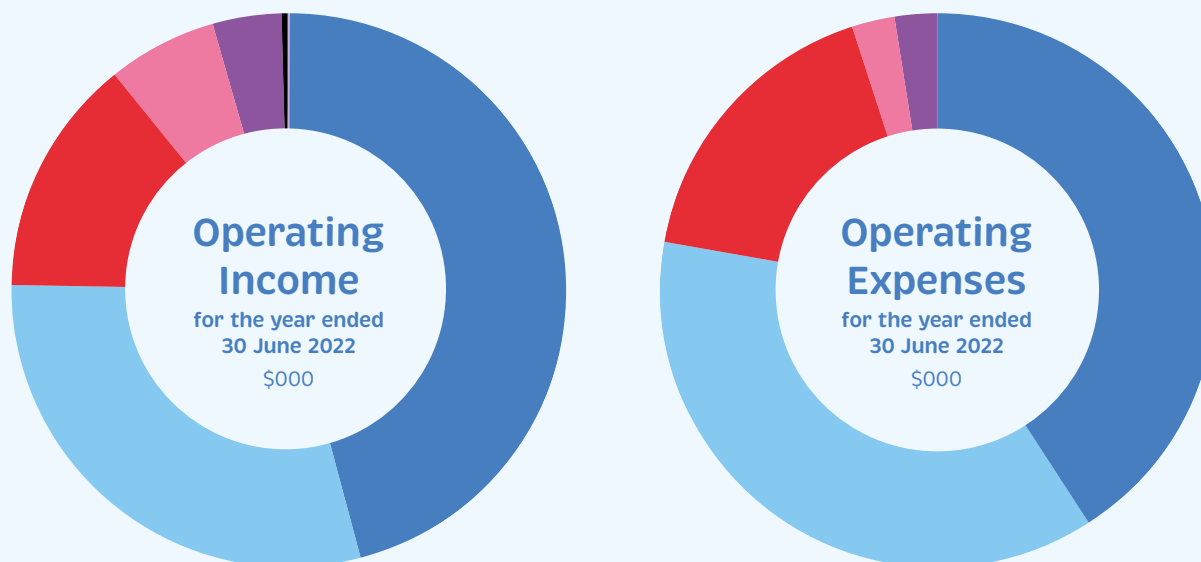
1 Total people helped increasing due to helping more families, less singles and improved family size data collection.

2 Fewer loan applications submitted and approved due to reduced staffing and the increasing cost of living making it more difficult for clients to meet the necessary approval criteria. **3** Recent changes to our reporting have enabled a more accurate split of services between social work and Transitional Housing, resulting in less social work and more Transitional Housing sessions being reported. **4** 2021 number corrected from last year's estimate. Drop in numbers due to Covid-19 cancellations. **5** Covid-19 restrictions, and closures due to centre Covid-19 outbreaks greatly affected our AOD centre occupancy and completion rates. **6** Covid-19 restrictions caused significant disruption to church services, leading to small gatherings and online services. **7** Decreased due to Covid-19 and pausing SPACE at one location. **8** Our chaplains record the number of people they help each week, but we have no way to identify how many are repeats.

9 Covid-19 restricted chaplains from visiting courts and prisons.

Summary Financial Statements

For the year ended 30 June 2022



- Donations & Grants
- Fundraising Income
- Legacies
- Net Investment Income & Rental Income
- Programme Income
- Insurance Proceeds
- Net Gain on Sale of Property

- Church & Evangelism Programmes
- Community & Training Programmes
- Social & Health Programmes
- International Support
- Support Services

	2022 (\$ thousands)	2021 (\$ thousands)
Operating Income		
Donations & Grants	24,109	26,924
Fundraising Income	51,554	57,214
Legacies	11,274	9,303
Net Investment Income & Rental Income	6,990	45,271
Programme Income	80,501	71,220
Insurance Proceeds	301	403
Net Gain on Sale of Property	108	5,686
Total Revenue	174,837	216,021
Operating Expenses		
Church & Evangelism Programmes	32,978	31,555
Community & Training Programmes	78,919	73,812
Social & Health Programmes	71,608	62,330
International Support	4,900	4,908
Support Services	4,474	4,451
Total Expenses	192,879	177,056
Operating Surplus/(Deficit)	(18,042)	38,965

Summary Statement of Financial Performance

For the year ended 30 June 2022

	2022 (\$ thousands)	2021 (\$ thousands)
Operating Income (total revenue)	174,837	216,021
Operating Expenses (total expenses)	192,879	177,056
Operating Surplus/(Deficit)	(18,042)	38,965

Summary Statement of Comprehensive Income

For the year ended 30 June 2022

	2022 (\$ thousands)	2021 (\$ thousands)
Operating Surplus/(Deficit)	(18,042)	38,965
Net gains/(losses) on equity instruments at FVOCRE	(10,792)	23,117
Total Comprehensive Surplus for the Period	(28,834)	62,082

Summary Statement of Changes in Equity

For the year ended 30 June 2022

	Fair Value Reserve of Financial Assets as FVOCRE (\$ thousands)	Retained Earnings (\$ thousands)	Total (\$ thousands)
As at 1 July 2020	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
	Fair Value Reserve of Financial Assets as FVOCRE (\$ thousands)	Retained Earnings (\$ thousands)	Total (\$ thousands)
As at 1 July 2021	26,133	610,497	636,630
Total Deficit for the Period	–	(18,042)	(18,042)
Other Comprehensive Income	(10,792)	–	(10,792)
Total Comprehensive Income for the Period	(10,792)	(18,042)	(28,834)
Transfer to Retained Earnings	(5,886)	5,886	–
As at 30 June 2022	9,455	598,341	607,796

Summary Statement of Financial Position

As at 30 June 2022

	2022 (\$ thousands)	2021 (\$ thousands)
Equity		
Retained Earnings		
Capital Fund	287,549	276,152
Restricted Purposes	96,733	94,497
Designated Purposes	213,879	233,294
General Fund (Unrestricted Purpose)	180	6,554
Total Retained Earnings	598,341	610,497
Other Reserves		
Fair Value Reserve of Financials Assets as FVOCRE	9,455	26,133
Total Equity	607,796	636,630
Non-Current Assets	632,754	635,341
Current Assets	53,747	81,245
Total Assets	686,501	716,586
Current Liabilities	20,806	21,901
Non-Current Liabilities	57,899	58,055
Total Liabilities	78,705	79,956
Total Net Assets	607,796	636,630

Summary Statement of Cash Flows

For the year ended 30 June 2022

	2022 (\$ thousands)	2021 (\$ thousands)
Cash from Operating Activities		
Net Surplus/(Deficit)	(18,042)	38,965
<i>Adjusted for:</i>		
Non-cash and non-operating items	28,352	(19,580)
Changes in working capital assets and liabilities	(3,259)	(353)
Net Cash Flow From Operating Activities	7,051	19,032
Net Cash Flow From Investing Activities	(6,046)	(42,702)
Net Cash Flow From Financing Activities	-	23,000
Net increase/decrease in cash and cash equivalents	1,005	(670)
Cash and cash equivalents at the beginning of the year	3,272	3,942
Cash and Cash Equivalents at the End of the Year	4,277	3,272

Notes to the Summary Financial Statements

For the year ended 30 June 2022

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 2022.

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 14 October 2022.

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 14 October 2022.

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 17 October 2022.

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 Purposes 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 Purposes 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 purpose)

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 Reserve 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 Capital Commitments

	2022 (\$ thousands)	2021 (\$ thousands)
Capital Commitments	13,023	7,984

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

4 Contingent Liabilities

There are no contingent liabilities at financial year end (2021: \$NIL).

5 Contingent Assets

At year end there were no contingent assets.

6 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.

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.

	2022 (\$ thousands)	2021 (\$ thousands)
Administration levy and grants to IHQ	1,647	1,722
Grants paid to Fiji	1,783	1,846
Grants paid to Tonga	670	652
Grants paid to Samoa	866	913
Cost of Officers' Super Scheme	778	804
	5,744	5,937

	2022 (\$ thousands)	2021 (\$ thousands)
Balances due to/(receivable from):		
IHQ	134	(65)
Fiji	1,783	1,697
Tonga	536	654
Samoa	806	659
	3,259	2,945

7 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

Report on the Summary Financial Statements

Opinion

The summary financial statements on pages 35 to 39, which comprise the summary statement of financial position as at 30 June 2022, 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 2022.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with PBE 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 17 October 2022.

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 PBE 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.

The signature 'Ernst & Young' is written in a cursive, handwritten style.

Chartered Accountants
Wellington
17 October 2022

Thanks for Your Support

This year has burdened many individuals and families with greater financial pressures. Through this challenging time, we have uncovered Kiwi generosity in giving, as well as the strength of people when in tough situations. We thank you for your hand in this—every helping hand makes a big difference to those in need.

You—our donors, our supporters, our corporate partners, our volunteers and our workers—have provided essential services to those who have sought assistance during this time. Constant unending financial pressures take a toll on people, physically and mentally. Combined with psychological, environmental and social worries, you can see how your hand-up gave someone hope when they needed it.

Appeals

The financial year started off well with generous support for our Winter Appeal; this strong beginning continued into our Christmas Appeal. In April and May we moved into Red Shield Appeal, without the opportunity to collect through our Red Shield street week. This challenge prompted a move to an online collection and, with this adaptation, we learnt to connect differently.

Through your generosity, we have been able to raise vital funds for Community Ministries, so we can continue to provide people with the resources and skills to transform their lives.

Corporate Partner Support

We wish to extend our heartfelt thanks to our corporate partners for another year of support. Whether it is food to keep our foodbanks well supplied, glasses for people who cannot afford eye care, or financial donations so that we can run our likeskills, financial mentoring, social work and counselling programmes, you have made an enormous difference in the lives of those who most need it.

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 make sure our work can continue well into the future—thank you so much for ensuring this. If you have left a gift in your Will and have not told us, please get in touch as we would appreciate the opportunity to thank you personally for your kindness and generosity. You should know your gift leaves a lasting legacy.

...we have uncovered Kiwi generosity in giving, as well as the strength of people when in tough situations.

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 for 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. A list of acknowledgements can be found on page 43.

True Heroes

Thank you so much to all our True Heroes who responded to the opportunity to set up a recurring giving plan with us. The need for help in our country is ever-increasing, and our wonderful teams on the frontline are adding more wraparound support services to cope with the demand. That is only possible because of incredible people such as yourself. We consider you part of our Salvation Army family.

Thank You

To you, our supporters, we acknowledge and sincerely thank you for the vital role you play in transforming the lives of your fellow New Zealanders. This year we have been reminded again that when New Zealanders need us, and we need you, you are there. We are encouraged by your collaboration with us to create a brighter future for more New Zealanders.

Business Support

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



500 Ti Rakau
 Ascalon Pacific
 Conpac
 Crosby's Properties
 Domino's Pizza
 Foodstuffs
 Foot Supports Int'l

Gilmours
 Hayes Trust
 Heirloom Christmas Company
 Lane Capital Group
 Loobie's Story
 OCS
 Paki-Iti Farms

Palmer Oliver Holdings
 Penfield Properties
 Supergenous
 Trents
 Wash Design
 Watties

Acknowledgements

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

Acorn Foundation \$47,246.85	Maurice Paykel Charitable Trust \$5,000
The A F W & J M Jones Foundation \$35,000	Morgenzon Charitable Trust
Allan and Louisa Stewart Charitable Trust \$5,000	The Oswald McKenzie Charitable Trust Managed by Public Trust \$21,500
Auckland Airport Community Trust \$12,500	Otago Community Trust \$51,499
Basil Charles Bellhouse Charitable Trust Managed by Perpetual Guardian \$15,000	Perpetual Guardian GT-Salvation Army Fund-Foundation@Perpetual Guardian \$9,000.00
Bay Trust \$30,000	Peter & David Picot Charitable Trust \$9,000
The Blenheim Trust \$21,250	Phillip Verry Charitable Foundation \$20,000
Central Energy Trust \$46,466	Robert & Barbara Stewart Charitable Trust \$5,000
Central Lakes Trust \$131,820	Rotorua Trust \$10,000
Christchurch City Council \$12,500	Sir John Logan Campbell Residuary Estate \$85,000
Community Trust Mid & South Canterbury \$27,400	The Stewart Charitable Trust \$50,000
Community Trust South \$150,000	Tect Holdings Ltd \$36,364.16
E L & B M Robinson Charitable Trust Managed by Perpetual Guardian \$42,635	Timothy Blair Trust \$13,375
Estate of Ross A Whiley \$28,000	The Tindall Foundation \$229,743
Jack Jeffs Charitable Trust \$20,000	Trust Waikato \$113,000
James Ian Urquhart Family Trust \$100,000	Valder Ohinemuri Charitable Trust (Inc) \$18,000
J B W McKenzie Trust \$20,000	Wakatipu Community Trust \$30,000
Lady Alport Barker Trust Managed by Public Trust \$50,000	WEL Energy Trust \$70,000
Margaret Burns Charitable Trust Managed by Perpetual Guardian \$6,607	Wellington Community Fund \$10,000
Marlborough District Council \$9,000	West Georgia Trust \$10,000
Masfen Foundation \$12,0000	Winton and Margaret Bear Charitable Trust \$6,000
	Zelda Roberts Charitable Trust Managed by Public Trust \$7,000

Other Significant Contributors

B W and S W Picot Charitable Trust	Greenlea Foundation Trust
The C G Tate Charitable Trust	The J N Lemon Charitable Trust
David Levene Foundation	Olive Tree Charitable Trust
Dunedin City Council	Sir William & Lady Lois Manchester Trust
Frimley Foundation	Sutherland Self Help Trust
The Graeme Halstead Family Trust	

Make a Donation

With your help, everyday New Zealanders
can step toward a brighter future:

salvationarmy.org.nz | Phone **0800 53 00 00**

Give a Gift of Hope at **SalliesGiftsOfHope.org**

Include Us in Your Will

Help other New Zealanders long after you're gone.

Ask for our free Wills and Bequests booklets:

Phone **0800 53 00 00**

Email wills@salvationarmy.org.nz

Write to 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/TrueHeroes



salvationarmy.org.nz