

ENDURING

The Salvation Army
Annual Report 2022-23



ENDURING

Metaphors are a powerful tool in storytelling. They allow us to see things through a different lens: the familiar can suddenly blossom with new possibilities. Just as the mighty totara tree stands strong as a pillar of the forest, The Salvation Army is Enduring in its work of serving the people of New Zealand, Fiji, Tonga and Samoa. It is our hope that as we tell the stories of The Salvation Army through the lens of a tree, new appreciation and new perspectives will be gained for the work that we do.

The forest/ Our wider community:

New Zealand is a single tree in the wider forest of our territory, where Fiji, Tonga and Samoa also grow. Each tree has its own branches and foliage, its own programmes and support specific to its community's needs. But together, the trees in our territory strengthen and support each other to create a forest, which no one tree can do alone.

The canopy/ Security of place:

Much like a tree's canopy that spreads out to shelter and protect all that live in and under it—birds, insects, fruit, nuts and wildlife—The Salvation Army recognises the importance for all people in New Zealand to find and retain secure housing.

Strong roots/ Finding faith:

The Salvation Army is widely known for having works rooted in faith, much like trees that are rooted deep to help them withstand hardships. Our expressions of faith—our corps, chaplaincy work, camps and conferences—alongside the Army's cultural roots in our territory, provide a grounding of meaning and significance for our community work.

Growing towards the light/ Healthy and resilient:

Trees can be an image of resilience through tough times, as they slowly and steadily grow around obstacles to stay in the sunlight. The Salvation Army's Addictions and Reintegration services prioritise developing this strength and resilience in their clients, as they seek wholeness and fullness of life.

Therefore, my dear brothers and sisters, stand firm. Let nothing move you. Always give yourselves fully to the work of the Lord, because you know that your labour in the Lord is not in vain.

1 Corinthians 15:58, NIV

Sharing nutrients/ Strengthening connections:

Just as different plants in a forest share nutrients with each other through intertwined roots, Community Ministries supports the wider community with a range of services that interact to provide wraparound support for those in need.

Tree rings/ Growth and development:

There are many signs of growth in nature: new buds and leaves in spring, tree rings that show a tree's age. The Salvation Army has a variety of programmes dedicated to the growth and development of our communities, both locally and on an international scale.

The tree trunk/Advocacy and support:

The trunk of a tree serves to hold the whole tree steady; weathering adversity to protect the lifeblood that flows through it. The work of our Emergency Services and Social Policy and Parliamentary Unit (SPPU) are a representation of the short- and long-term work The Salvation Army does to protect our communities—by responding to crises around our territory, and working behind the scenes to push for change in government and policy.

Leaves/ Family stores:

Leaves work hard to gather nourishment for the tree, taking in light and photosynthesising it into energy to keep the tree growing. We can see these leaves as our front-facing services: our Family Stores. The Family Stores across the country offer support to The Salvation Army's mission as a funding stream for the work we do.

FROM JULY 2022 TO JUNE 2023 WE HELPED 150,000 PEOPLE

44%
were Māori

We helped
4685
people for harmful
use of alcohol and/or
other drugs

Alcohol was the most common
problem substance

We provided
83,000
food parcels to
36,000
households

Of those households:

- 79% were receiving government support
- 32% were single females with children
- 25% were single males (no children)

500
people were
supported while on
bail, or on release
from prison

445,000
bed nights
were provided

2300
households
were provided
with housing

1900
people
received
help for
problem
gambling

94% say their
strategies to
reduce gambling
harm are working



2296

people participated
in outdoor
adventures at our
Blue Mountain
Adventure Centre

We have

89

churches/faith
communities with

6873

regular
attenders

We provided

8000

financial mentoring
sessions

We built

17

new social
housing homes

53%

of our transitional
housing clients
obtained long-term
accommodation

We provided

10,000

social work
sessions

FROM THE TERRITORIAL LEADERS

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

During the year, the cost of living and the availability of affordable, secure housing have continued to be major issues for people across Aotearoa New Zealand. When the basics keep going up, the burden is particularly heavy for individuals and whānau on the margins who were already struggling just to get by.

At the same time, rising interest rates have added to financial stress for those with mortgages, bringing people we have never seen before to our doors.

The effect of ongoing hardship and crises—like family breakdowns, addictions and homelessness—can have a domino effect on people's lives.

As the Red Shield Appeal—held in April and May—highlighted, the difficult economic situation has meant New Zealanders are at increased risk of being one step away from personal, social and economic crisis.

The Salvation Army's mission is to care for people, transform lives and reform society by God's power. Our te reo Māori name points to what we do: Te Ope Whakaora, the Army that brings life. We are a caring Christian organisation with our sleeves rolled up, ready to provide practical help and support for those most in need.

The following pages provide a snapshot of the work we do to make our mission a reality. Whether it's through transitional and social housing, supporting recovery from various addictions, advocacy through our Social Policy and Parliamentary Unit and their flagship *State of the Nation* report, or opening pathways for people to come to faith, The Salvation Army is always ready and willing to help the most vulnerable.

An example is The Salvation Army response in the face of the significant weather events early in 2023 that hit Auckland and East Coast regions. Whether it was providing a food parcel, a calm place

to rest or pastoral care and support, The Salvation Army was on hand then and continues to be in communities long after the initial emergency.

Thank you to all the frontline officers, staff and volunteers for the outstanding work you did during the flooding and cyclone, and every day.

We also want to say a huge thank you for all the support we get from the community, including from our partners, donors and others who come forward to help in many ways. We cannot do what we do without the ongoing support of people and organisations across the motu.

God bless you,



Mark and Julie Campbell (Commissioners)
Territorial Leaders, The Salvation Army
New Zealand, Fiji, Tonga and Samoa Territory



HONOURING THE TREATY OF WAITANGI

TE WHAKAHONORETIA 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.



THE FOREST

OUR WIDER COMMUNITY

Fiji

Life in Fiji is slowly picking up following the Covid-19 pandemic, with more employment available and people regaining hope for a brighter future.

The cost of living increased during the year, with many families feeling the pinch. With this came an increase in social issues such as drug and alcohol use, domestic violence and broken marriages that particularly affect children.

Salvation Army Family Care Centres are available to help women and children affected by domestic violence or human trafficking. We also work with government and NGOs on solutions to protect the growing number of vulnerable children living on the streets.

The Salvation Army continues to provide food parcels to those in need, while local corps partner with schools to provide nutritious lunch meals.

We helped over a thousand school children with back-to-school stationery, school bags and uniforms earlier this year. Meanwhile, sports ministry continues to be an effective outreach to youth, especially via volleyball and rugby.

Preparations began for The Salvation Army's 50th anniversary in Fiji to be celebrated in December 2023, with the General of the international Salvation Army as guest of honour. Corps around the division prepare to receive the divisional flag (similar to the passing of the Olympic torch) for a week as they do community projects and outreach.

Seven Fijian cadets (three cadet couples and one single) and one Tongan cadet have entered the School for Officer Training. National officers and staff have been involved in diploma and degree studies during the year.

The Seventh Day Adventist relief agency, ADRA, continues to work closely with The Salvation Army and has assisted Lomaivuna Corps with funds to retrofit its building to allow access for those with impairment.

Salvation Army officers in Fiji continue to strive to fulfill the mission and meet the needs of their community.

Tonga

As Tonga continues to recover from the impact of the severe volcanic eruption and tsunami in January 2022, The Salvation Army provides ongoing relief assistance where needed. This includes the provision of three hospital beds in the temporary hospital on Nomuka Island and pastoral care for displaced families.

The reopening of Tonga's borders in August 2022—following two-and-a-half years of Covid-19-related closure—provided an economic impetus. This includes opening a corridor for seasonal workers to travel for work outside the country and bring in much-needed revenue.

The Salvation Army's Alcohol and Drug Awareness Centre continues to be the main provider of Alcohol and other Drug services on the island and is highly regarded as a quality service provider. A new agreement between the centre and Tonga's National Rugby League involves support for the delivery of their programme 'Voice Against Violence' which targets domestic violence. Preparations are well underway for celebrations of the centre's 25th anniversary in September 2023.

The three Salvation Army kindergartens have received facility and equipment upgrades. While the work varied from place to place, it included interior painting and lighting upgrades, new playground equipment, garden boxes, sand pits, security fencing and landscaping. In addition, teaching staff received additional training.

The Talasiu Fishing Project was launched, providing a fishing boat to a local corps (church), and with it a revenue stream and vocational training for unemployed youth.

Commitment to addressing gender discrimination and equity continues through a Bible study programme.

In January, a cadet from the Tonga Region was welcomed into The Salvation Army's Fiji School for Officer Training.

In February, the Tonga Region hosted an officer and staff training day, providing the first opportunity for the team to be together since the end of the pandemic.

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Samoa

The Salvation Army Samoa Region—located in the capital Apia—has been operating for five years.

The region includes Apia Corps, an alcohol and drug programme and the regional headquarters, all of which are located on a new site at Vaivase-Tai.

Following the Covid-19 restrictions of previous years, Samoa reopened to international visitors in October 2022, providing a much-needed economic boost.

Many Salvation Army programmes restarted in earnest during the second part of 2022, including the Addiction Programme, prison services, annual Mental Health Awareness Day and church and community activities.

A grant from the Ministry of Women, Community and Social Development funded a series of programmes focused on ending violence against women and girls. The Addiction Programme, meanwhile, included an extra session dedicated to gender equity, which discussed alcohol consumption as a trigger for family violence.

Youth programmes educated young people on self-esteem, finding safe spaces and exploring the theology of ending violence. In partnership with other NGOs, Alcohol and Drugs Facts and Effects workshops were delivered in high schools. A successful partnership began with Tanugamanono Village, training Village Champions in community change principles.

September 2022 marked a new era for The Salvation Army Samoa, with the purchase and possession of a permanent site at Vaivase-Tai. Work began on developing the property and dwellings to ensure they were fit for purpose and in June 2023 all services moved to the new site. The official opening and fifth anniversary celebrations are planned for July 2023.

Another exciting development is the establishment of the Child Sponsorship programme 'Mitialo' which provides reading and literacy support for children in the community. Up to 40 children are now attending on a weekly basis with great initial outcomes.



THE CANOPY

SECURITY OF PLACE

Transitional Housing

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

During the year we housed almost 4500 individuals, of which the majority transitioned to longer-term accommodation such as social housing or private rentals.

The average length of stay in transitional housing has increased to 18 weeks (up from 17 in 2021–22) due to increased complexity of people's situations, mental health, addictions and family breakdowns.

Occupants receive extensive wrap-around support which can include financial mentoring, connection to other Salvation Army services such as pastoral care, and engagement with community-based support organisations and/or local marae.

The programme manages more than 850 units across the country, ranging from one-bedroom units to five-bedroom houses. These consist of a mix of community-based standalone houses, multi-room complexes, new builds and private rentals.

The continued high cost of living and increased rents have worsened the situation for people already struggling and have contributed to an increase in demand for transitional housing. This has been particularly noticeable among older women, youth, the working poor and people trying to leave emergency housing.

Transitional Housing continues to roll out the Healthy Homes initiative, which contributes to the health of occupants.

The Salvation Army, along with other transitional housing providers, gave input to the Ministry of Housing and Urban Development on a range of issues, including the July 2023 rollout of the code of practice, which protects occupants, and review of debt associated with government-funded housing.



Social Housing

Salvation Army Social Housing provides long-term rental housing to individuals and whānau in multiple units across 25 villages in towns and cities from Auckland to Mosgiel.

They provide warm, dry, safe and affordable accommodation for people with a range of needs, many of whom are on the Ministry of Social Development Housing Register.

Four major projects have been progressed during the year.

In July 2022, a groundbreaking took place on a new social housing complex in Nawtown, Hamilton that will house around 100 people once completed around February 2024. Featuring 31 single and two-storey units, with between one and four bedrooms each, it also includes a community centre, shared car parking and green space.

In early 2023, a \$2.6m upgrade of the Mosgiel social housing village was completed, improving the lives of the 61 residents with warmer, drier homes and improved social space. The upgrade includes improved exterior cladding, insulation and moisture barriers in the walls and double glazing, while the community centre was completely refurbished.

In March, residents started moving into newly constructed social housing in Manurewa, South Auckland. The leased three-storey building consists of 17 single bedroom units plus a tenancy manager office and shared community space.

In May, building consent was granted for an innovative Social Housing project in Dunedin, with 30 apartments on one floor of a mixed-use heritage building. The apartments will include a generous community space, an area for craft-type activities and a tenancy manager office. Residents are expected to move in at the end of 2024.



Much like a tree's canopy that spreads out to shelter and protect all that live in and under it—birds, insects, fruit, nuts and wildlife—The Salvation Army recognises the importance for all people in New Zealand to find and retain secure housing.

TRACEY'S STORY

The Salvation Army's 12-unit social housing complex in Oamaru is overseen by Tenancy Manager Tracey Wyber.

Having been in the role for just over two years, Tracey supports the wellbeing of tenants and handles the day-to-day management of the housing space.

Besides being responsive to tenancy issues and overseeing ongoing maintenance, social housing also provides wraparound support.

The local Salvation Army corps (church) has a strong connection to the social housing tenants, including the availability of pastoral care and support.

'When people get into safe, warm housing you can see the change it makes in their lives,' says Tracey. 'There is a wider transformation.'

Tracey also works at the corps, providing referrals and other help to the community. In her spare time she runs a small farm on the outskirts of Oamaru.

'I feel very privileged to be able to help people make a difference.'



SHARING NUTRIENTS STRENGTHENING CONNECTIONS

Community Ministries centres around Aotearoa New Zealand provided practical and tangible welfare support to more than 126,000 vulnerable individuals and whānau over the year. Immediate help is reinforced with wraparound support, which can include food support, financial mentoring, positive lifestyle training and counselling, along with linking to other Salvation Army and partner services.

The Salvation Army's network of over 70 foodbanks across the country provided 86,000 food parcels or vouchers to individuals, families, partner agencies and centres. The traditional foodbank is increasingly moving to a choice model, where people select items rather than receiving a pre-packed food parcel. This is associated with greater empowerment, increased skills in budgeting and meal planning, and more efficient use of food donations.

The Salvation Army's partnership with OneSight resulted in eight clinics during the year, with some 2000 people outfitted with prescription glasses.

In December, a new multi-partner transitional housing initiative in Nelson was officially opened. The Cabin Community Wikitōria provides accommodation for homeless people in eight cabins arranged in a community.

The 36-week group Wahine Toa programme operated in five centres, reaching 185 vulnerable wahine during the year.

The Salvation Army's four Early Childhood Education centres—located in the Auckland and Wellington regions—provide quality Christian early childhood care, education and wraparound whānau care services in the community.

The Foodbank Project

The Salvation Army's Foodbank Project is an online donation platform where people can donate food and groceries to our 58 foodbanks around New Zealand for those in need to receive. Started in 2015, it has reached the nine-year milestone.

During this year, \$1,796,291.28 of food and other items were donated, so that Salvation Army foodbanks

could purchase weekly deliveries of fresh food and grocery items through our partnership with Countdown supermarkets.

We want to help strengthen The Salvation Army's ongoing food response, food security and food sustainability through our foodbanks so we can empower those who come to us to make their own choices around what they eat and where it comes from.

Positive Lifestyle Programme

The Positive Lifestyle Programme (PLP) is a module-based, eight-session programme designed to enhance participants self-awareness and strengthen life-coping skills.

During the year, 67 trained facilitators, across 33 Salvation Army centres, worked with 542 participants.

The Individual PLP, for example, is based on the following topics: self-awareness, anger, depression and loneliness, stress, grief and loss, assertiveness, self-esteem and future directions.

Within each course, participants set and reflect on goals they want to achieve.

Financial Mentoring

Financial Mentoring is an educational programme that helps people 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.

With 41 staff at 29 locations, our financial mentors supported 3076 individuals during the year through 7852 one-on-one sessions. In addition, 5433 dependents of the people we saw benefitted indirectly.

After working with a Salvation Army financial mentor, 87 percent of people reported feeling able to respond to the needs and obligations of their whānau, while 91 percent reported they were confident about meeting their money goals.



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MARK'S STORY

After years working in the public service, Salvation Army Mission Services Director Mark Limmer, Community Ministries Wellington, wanted to be closer to the frontline where he could 'make a real difference'.

Mark started at The Salvation Army's Newtown Centre in August 2022, overseeing some 40 staff working around the city.

His team offer a range of social services including a foodbank, drop-in centre, counselling, financial mentoring, senior services, transitional housing, supportive accommodation and early childhood education.

'We are at the coalface, so we see the genuine need and deprivation in the community,' says Mark.

'Given the high rents in Wellington and the cost of living, there is a big and ongoing demand for safe, affordable housing and food parcels. Essential items like shoes, clothing and bedding are also sought after.'

Mark reflects that, 'it's a challenging role, but it's wonderful to see how people can change for the better when they get the help they need.'



TREE RINGS

GROWTH AND DEVELOPMENT

International Development

International Development made a noticeable impact this year, providing international aid for 17 projects in eight countries.

Some project highlights included 36 bicycles for new lieutenants in Kenya West Territory, a three-phase water, sanitation and hygiene project in Papua New Guinea, and hearing tests and hearing aids for children in Bangladesh. The territory also made a \$30,000 grant for food and support at a border crossing in Hungary as part of the Ukraine response. Sponsorship of children continues in 18 countries, with the new partnership SiKAP project in the Philippines making a noticeable impact.

International Development uses a thematic approach involving education, health, community development, clean water and self-sufficiency as key drivers of our aid support.



Driver Education and Training

The Salvation Army Driver Programme is a community-based initiative that aims to provide support to disadvantaged individuals to obtain their practical, restricted and full driver licence. Our team of coordinators, professional driving instructors and volunteer driving mentors support the framework and delivery of our services in Christchurch, Ashburton, Timaru, Waimakariri, Westland, Grey and Buller Districts.

During the year, 716 people benefitted from the 12-week programme: the overall first-time pass rate across the six districts and metro was 87 percent, significantly above the national average. The Salvation Army's Driver Programme witnesses the daily transformation of lives as individuals obtain their licences.

Aspire

Aspire is a 10-month youth development programme for 11- to 16-year-olds that includes weekly work, adventure experiences



and family support. Self-reflection and recognition alongside key youth development principles are an important emphasis of Aspire. Around 180 young people completed the programme during the last school year (2022).

E Tū Ākonga

Just over 600 young people who became disconnected from education and/or struggled with mental health issues related to the Covid-19 pandemic have been helped during the year by E Tū Ākonga.

This 20-week programme—which takes place outside of traditional education settings—reaches eligible young people, aged between 12 to 21 years, and is supported by the Ministry of Youth Development. Most participants successfully moved to education or training, while a small number found employment.

BMAC

The Salvation Army Blue Mountain Adventure Centre (BMAC) is an outdoor adventure centre based in Raurimu in the central North Island. Operating for more than three decades, the centre has become a well-known and trusted outdoor education centre used by organisations, schools and various groups from around Aotearoa New Zealand.

About 2300 people took part in activities at the centre during the year. The range of activities available include rafting, mountaineering, rock climbing, canyoning, mountain biking, canoeing, caving, tramping and high ropes. BMAC's mission is to help young people discover and live out their God-given potential through the challenge of adventure.

Over the past two years, the team has planted 3600 trees as part of a conservation project to preserve local waterways that is nearing completion (pictured right). In doing this, BMAC will be able to double the amount of people that can stay on-site.

Pasifika THRIVE

Almost 200 young people were helped during the year via the Pasifika THRIVE programme. Operating out of The Salvation Army Porirua Corps (church), north of Wellington, this initiative is run in a number of schools, supporting Pasifika young people to feel connected and inspired. The programme also emphasises engagement with families and communities.

There are many signs of growth in nature: new buds and leaves in spring, tree rings that show the tree's age. The Salvation Army has a variety of programmes dedicated to the growth and development of our communities, both locally and on an international scale.

Youth Work Training

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

The Living and Breathing (L.A.B.) programme is a three-year tailored apprenticeship scheme for people who aspire to become professional youth workers. Six apprentices are currently in training, gaining the experience students need while studying for a degree or diploma in youth development.



LUKE'S STORY

With no public transport on the West Coast, overcoming the barriers to getting a driver licence is particularly lifechanging for those participating in The Salvation Army Driver Programme.

'Many clients are able to secure jobs as a direct result of passing their licence,' says Luke Wilson, the driver programme coordinator/instructor for Greymouth and Hokitika.

Luke moved to the West Coast as a teen 17 years ago and considers himself a bona fide Coaster. He

started his role in September 2019 after looking for a job that made a difference.

'Witnessing the success and personal growth of our clients never gets old,' he says. 'Another joy is our volunteer driving mentors who take clients out for practise drives, like John, who, in two and a-half years, has helped 15 learners get their restricted licence.'

STRONG ROOTS FINDING FAITH

Chaplaincy

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

Around 80 Salvation Army chaplains provide pastoral care in more than 15 different contexts throughout the territory, including courts, social housing, schools, prisons, sports clubs and the New Zealand Defence Force.

The Territorial Chaplains Support Team continues to champion the work of chaplains in the territory, including through the recently completed project: the Foundations for Chaplaincy online course.

Upcoming projects include a three-day, in-person training at Booth College of Mission and the establishment of a Chaplains Support Network where all Salvation Army chaplains in the territory can be mentored and disciplined.

Recovery Churches

Recovery Church provides a safe place to belong that encourages a sense of community spirit where open, transparent and honest sharing takes place as we explore the teachings of God and spirituality.

It operates throughout the territory alongside Salvation Army Addiction Services and is part of the ministry of a growing number of corps (churches) around the country.

The numbers of people attending continues to increase as people find this to be a great place to connect with others who share a similar journey, to connect with God and to find hope and purpose in their lives.

Māori Ministry

In February 2023, The Salvation Army Te Ope Whakaora was the lead denomination in the two Waitangi Day services held at Te Whare Runanga on the Treaty grounds, with Māori Ministry leading the waiata and other parts of the services, while Territorial Commissioner Mark Campbell delivered an address.

In April, Anglican Bishop Te Kitohi Pikaahu was welcomed as the new chair of The Salvation Army's



*An estimated
5000
people were
helped by Court
and Prison
Chaplains*

refreshed national Māori Ministry Rūnanga. Following a review in 2022, the Rūnanga has transitioned to a covenantal relationship with The Salvation Army's Territorial Governance Board. The transition represents a hugely positive step in the Army's journey of mission with and for Māori.

Camps and Conferences

Around 170 teens and young adults took part in Amplify, the annual creative arts and discipleship camp held in January.

Two major Easter camps were held in April—at Mystery Creek near Hamilton and Spencer Park, Christchurch. These attracted some 380 young people connected with The Salvation Army.

In July 2023, just over 130 children and youth leaders from New Zealand, Fiji, Tonga and Samoa gathered at Silverstream Retreat, Upper Hutt, for the annual More Conference.

Territorial Youth Band

The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory's Youth Band reached hundreds of people with music in towns across the North Island.

Comprising up to 40 members, including a technical team, the musicians are aged between 14 to 30 years and drawn from Salvation Army corps (churches) around the territory.

During the year, they performed in Whanganui, Palmerston North, Taupō and Tauranga. Their annual rehearsal camp took place at Silverstream Retreat, Upper Hutt.

SpiritSong

SpiritSong is a Salvation Army national vocal group with some 20 members who provide music ministry to corps (churches) and centres.

Group members support the direction of Salvation Army ministry in the diverse local community settings where they perform.

The group has enjoyed being able to resume its ministry following Covid-related cancellations, visiting Hastings, Christchurch and Waihi Corps during the year.



6873
*regular
attendees
across 89 faith
communities*

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KARL'S STORY

Part of Karl Foreman's role as Corps Officer in New Plymouth is to run the Recovery Church on a Wednesday. Week in and week out, not even Christmas Day stops the group from meeting.

'It is key that we're dependable,' says Karl, explaining that Recovery Church, like other services, is all about offering a place to connect and belong.

'We go deep, getting to the heart of issues,' he says. 'I love that missional part of it. To bring

support to people who walk through our doors and to see their lives change as they encounter the love and grace of God.'

One of Karl's many skills is as a carver, and he likens seeing the potential in a piece of wood to seeing the potential within someone who may arrive quite broken.

'There's potential in each person,' he says. 'It's about having the love and patience to draw that out. I see that craft at work every week.'



GROWING TOWARDS THE LIGHT

HEALTHY AND RESILIENT

Bridge

The Salvation Army Bridge provides a range of effective support services that help reduce the harmful effects of alcohol and other drugs in people's lives.

The Bridge provides a variety of treatment options in both residential and community-based settings in 17 locations across New Zealand, with almost 160 residential beds. During the year, 4685 people received various levels of support, including through 853 residential treatment admissions.

The continued problematic use, viability, affordability and access to methamphetamine in our communities is seen in these admissions to our services.

We provide tāngata whaiora (people seeking wellness) and their whānau (family) with a safe place to belong, where personal choice is encouraged and supported. We provide culturally appropriate recovery information and practical tools to support health and wellbeing.

Bridge services are supported by a range of professional kaimahi (staff), who bring a combination of clinical knowledge, cultural worldviews and lived experience. They work with our tāngata whaiora and whānau to provide a variety of wraparound support services.

Oasis

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

During the year, Oasis assisted 1900 people, of which 56 percent were Māori or Pasifika.

A survey of people accessing Oasis found that 94 percent were satisfied with the service, while 94 percent reported during their regular reviews that their gambling strategies were working.

The main gambling modes that brought tāngata whaiora to Oasis for help were (in percentages): pokies in pubs and clubs (50 percent), casinos (18 percent), online overseas gambling (15 percent),

NZ Racing Board sports betting and horse racing (9 percent), and Lottery products (7 percent).

Oasis works to raise awareness of gambling harm and the help available to support healthy public policy regarding gambling harm, to reduce inequities in the community from gambling, and to support safer gambling environments and community resilience for whānau.

Our digital platforms were enhanced to increase engagement, including the development of a chat function which provides personalised feedback and which links people to our specialist services.

In September 2022, as part of Gambling Harm Awareness Week, the Oasis team launched a public awareness campaign featuring artwork from New Zealand illustrator Stephen Templar (one of which is pictured on the right), which was seen in Auckland, Wellington, Christchurch, Dunedin and Hamilton.

Reintegration

Reintegration services provide wraparound support and accommodation nationally to help people reintegrate into the community following prison or deportation. The help provided includes preparation for work, assistance to set up bank accounts, bail support and support to families.

Approximately 500 people are helped through our services each year, while providing ongoing support to previous clients and their families as needed.

Our staff support the needs of those we work with as they enter back into the community, helping their voices be heard. We are led by the example of Christ, meeting people in their time of real need and empowering them to take control of their lives and make lasting change.

A significant number of our clients successfully enter the workforce. This is due to both the relationships we have developed with local employers and because many past clients have been good examples.



4685
people
received
support
from **Bridge**



94%
of clients were
satisfied with the
Oasis service

Trees can be an image of resilience through tough times, as they slowly and steadily grow around obstacles to stay in the sunlight. The Salvation Army's Addictions and Reintegration services prioritise encouraging this strength and resilience in their clients, as they seek wholeness and fullness of life.



ANJA'S STORY

Team leader of Dunedin Bridge since 2018, German-born Anja Ferris can't imagine a better job.

'It's a privilege to be there for someone who is developing a plan for wellbeing and to journey alongside them,' she says, adding that the reward is seeing people go from absolute rock bottom to a place of hope and renewal in just nine weeks.

Anja knows the journey first-hand. 'In 2008, I was a client here at Dunedin Bridge and I thought the programme was amazing.'

Citing a desire to give back to the service, Anja began training as an alcohol and drug addictions counsellor and started as a case worker for Dunedin Bridge in 2012. 'I feel very connected to Dunedin Salvation Army as a spiritual home.'

THE TREE TRUNK

ADVOCACY AND SUPPORT

Social Policy and Parliamentary Unit

The Social Policy and Parliamentary Unit (SPPU) advocates for necessary reforms in society for the wellbeing of all individuals, families and communities, with a special focus on the families that access the Army's various social and community ministries.

SPPU staff prepare papers, reports and submissions and give presentations. They frequently comment in the media, and advocate and partner with stakeholders including academia, government departments and MPs across all parties.

In July 2022, SPPU supported a nationwide campaign which aimed to ensure that everyone has access to public services.

A policy paper in August highlighted the alcohol policy and licensing system which is overly complicated and effectively locks out the voices and concern of local communities. In September, Salvation Army representatives were at Parliament for the presentation of a petition in support of the Sale and Supply of Alcohol (Harm Minimisation) Amendment Bill.

Also in September, SPPU issued its fifth 'State of our Communities' report, which focused on issues faced by four local communities such as unaffordable housing, an increased cost of living, inadequate healthcare services and increasing levels of crime.

An SPPU advocacy paper in December highlighted the realities of housing in New Zealand, based partly on what Salvation Army housing staff are seeing in their frontline work.

The *State of the Nation* 2023 report, published in February, provided an annual snapshot of New Zealand's social progress as a nation, traversing the areas of children and youth, work and incomes, housing, crime and punishment, social hazards and Māori wellbeing.



A SPPU-organised conference in May 2023 explored alcohol-related issues, including alcohol harm and how practical advocacy can make a real difference in communities.

Emergency Services

At the beginning of 2023, parts of New Zealand were lashed by severe weather events. In January, heavy rain led to floods and landslides in Auckland and surrounding areas. Cyclone Gabrielle followed closely in February, affecting Northland, Auckland, the East Coast, Hawke's Bay and parts of the Waikato. Whole communities were affected, including lives lost, thousands of homes damaged or made uninhabitable and livelihoods impacted.

The Salvation Army was on hand to provide immediate emergency assistance, which varied depending on the needs of local communities. Help included the provision of food and hygiene parcels, clothing and bedding, psychosocial support and pastoral care. In Gisborne, for example, volunteer chefs used corps (church) facilities to prepare 3500 cooked meals over a three-week period. Meanwhile, 2484 parcels—including food and hygiene items—were packed in about a week at three Salvation Army warehouses, for key destinations including Whangārei, Gisborne, Hastings and Napier.

As the emergency response moved into a recovery phase, The Salvation Army continued to provide a range of assistance via its corps and centres located in local communities.

In May, just hours after the fatal fire at Loafers Lodge in Wellington in which five people died, Salvation Army staff were providing psychosocial support to displaced residents. They worked alongside other emergency responders at a temporary Emergency Assistance Centre, also setting up a mobile BBQ.

In June, The Salvation Army started rolling out its Psychological First Aid course for the territory. The one-day course equips Salvation Army emergency workers with the practical framework needed to support distressed people following a serious crisis event.

The trunk of a tree serves to hold the whole tree steady; weathering adversity to protect the lifeblood that flows through it. The work of our Emergency Services, and Social Policy and Parliamentary Unit (SPPU) are a representation of the short- and long-term work The Salvation Army does to protect our communities—by responding to crises around our territory, and working behind the scenes to push for change in government and policy.

COORDINATING EMERGENCY SERVICES

Ensuring that The Salvation Army is prepared for emergencies is a key aspect of Major Deane Goldsack's role as the Territorial Emergency Services coordinator.

'Part of this is making sure we have teams of people who are trained and ready to be deployed to emergency situations that could occur anywhere in the territory,' says Deane.

Salvation Army personnel provide a range of help in emergencies, with a particular focus on psychosocial support and food security.

In New Zealand, The Salvation Army has been a support agency under the National Civil Defence Emergency Management Plan for many years.

Deane was a corps (church) officer for almost 20 years, starting in Kaitiāia in 2003 and ending in Blenheim, where he was also involved in the emergency response to the 2016 Kaikōura earthquake.

Currently based in Christchurch, Deane also provides chaplaincy support at the district court.



LEAVES

FAMILY STORES

The Salvation Army operates a network of 129 Family Stores around Aotearoa New Zealand, located in towns and cities from Kaitiāia to Invercargill. The funds they generate from goods generously donated by the public support our work serving local communities.

With the high cost of living—including high rents and interest rates—Family Stores continue to be a popular source of a wide variety of quality secondhand goods at reasonable prices.

Supporting communities

During the year, Family Stores were able to put \$14.8 million directly back into the communities who supported them, with \$3.7 million in funding to provide regional support.

As one of the biggest front doors to The Salvation Army, Family Stores fulfill an important role by connecting people to a range of Salvation Army services available in the local community.

In addition, Family Store goods—such as clothing, kitchenware, bedding and furniture—are available to local Community Ministries, as required, to help individuals and whānau in need. This includes emergency situations, like the severe weather events in early 2023, where many people were displaced and lost everything.

Family Stores also help the environment, by diverting an estimated 16,000 tonnes of material from going to landfills. Instead of being thrown away, these donated goods are recycled and go on to live another life.

Staff and volunteers

Around 2200 people volunteer at Family Stores with 740 paid staff (a mix of part-time and full-time roles). Volunteers fulfill a key role in supporting Family Stores, while also learning valuable employment skills at the same time. Some volunteers have been helped by The Salvation Army and are motivated to give back to help others. Still others find a sense of community in their local Family Store team.

740
paid staff
2200
volunteers
running our
Family Stores

Store updates

To ensure that our Family Store network can continue to provide the required funding for our local communities in the changing retail environment, we have implemented a new management structure.

The new approach—which groups up to eight stores together under an area manager—aims to ensure sustainable local mission funding and enable the growth, investment and stewardship of Family Stores.

Two new Family Stores were opened during the year, in Hawera and Wanaka.

Hundreds of people turned out for the opening of the new Hawera Family Store on 17 June, the fourth store in the Taranaki area. The store has a generous store space and free parking onsite.

The new Wanaka Family Store opened on 2 July 2022, replacing a store in another part of Wanaka. With the changing community of Wanaka and the end of our lease, we had taken the opportunity to relocate to the Three Parks development, which provides easier donor and customer convenience, as well as parking.

In April, the Gisborne Family Store marked 50 years of serving the community, with the local mayor and customers coming together to celebrate with the Family Store team.

Also in April, the Hastings Family Store banded together with the Hawke's Bay community for Black and White Day to show support for those impacted by Cyclone Gabrielle.

129
Family Stores
operating across
New Zealand

Leaves work hard to gather nourishment for the tree, taking in light and photosynthesising it into energy to keep the tree growing. We can see these leaves as our front-facing services: our Family Stores. The Family Stores across the country offer support to The Salvation Army's mission as a funding stream for the work we do.



AMANDA'S STORY

The search for a job with 'more heart in it' led Amanda Wearing to work for The Salvation Army.

Amanda—who is the Regional Family Store manager for the South Island—oversees hundreds of staff and volunteers who work at the 38 Salvation Army stores between Blenheim and Invercargill.

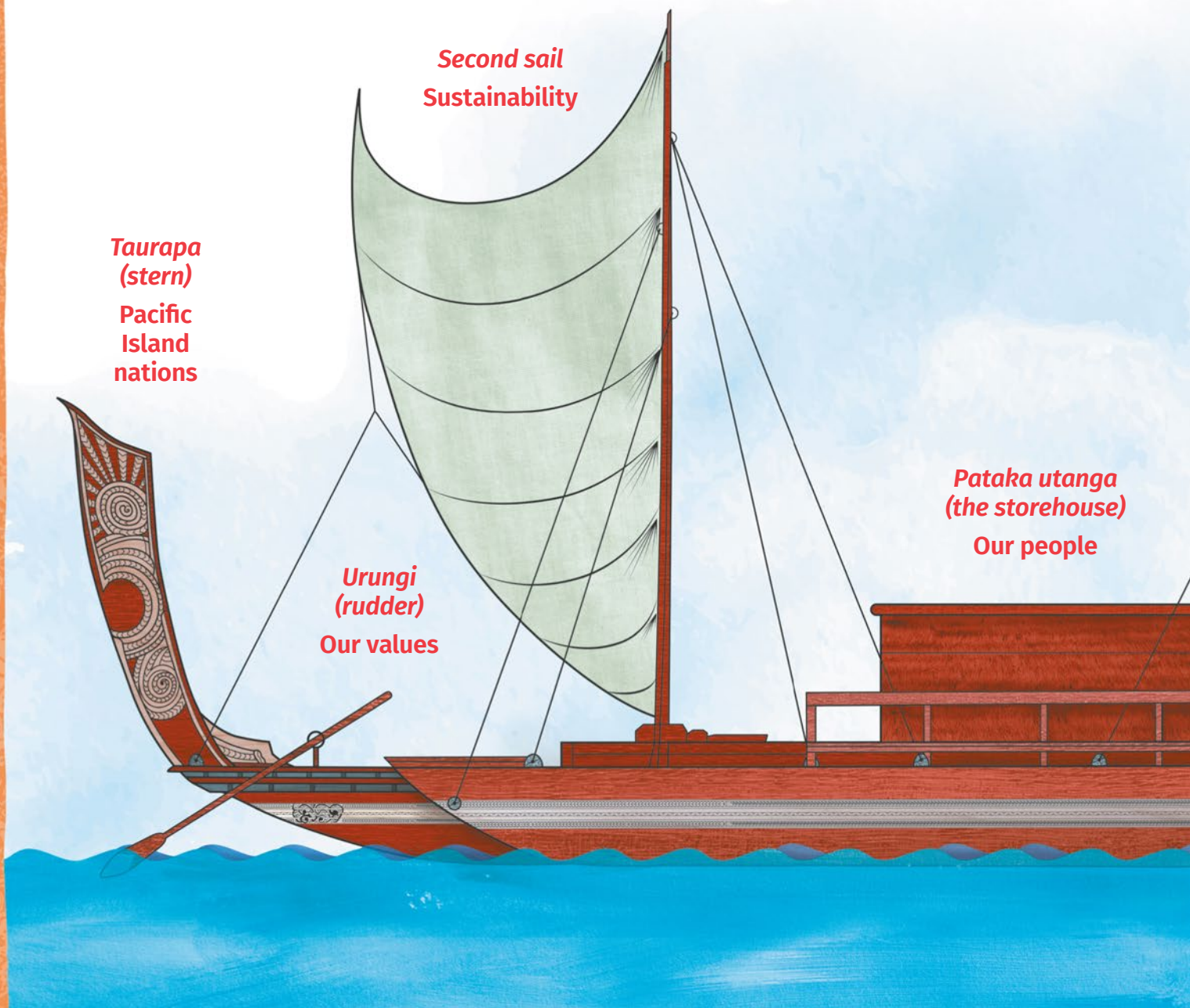
Amanda's current role sees her encourage and empower Family Store teams to do their best, as well as ensuring the sustainability and growth of the stores.

'Family Store teams become like families and may be transformational,' says Amanda. 'Some volunteers, for example, have been supported by The Salvation Army and want to give something back to the community.'

Amanda says the generosity of donors means that goods can be sold at reasonable prices, with funds raised going to support local corps (churches) and the social services they provide to people in need.

TERRITORIAL STRATEGIC PLAN

HE WAKA EKE NOA



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.

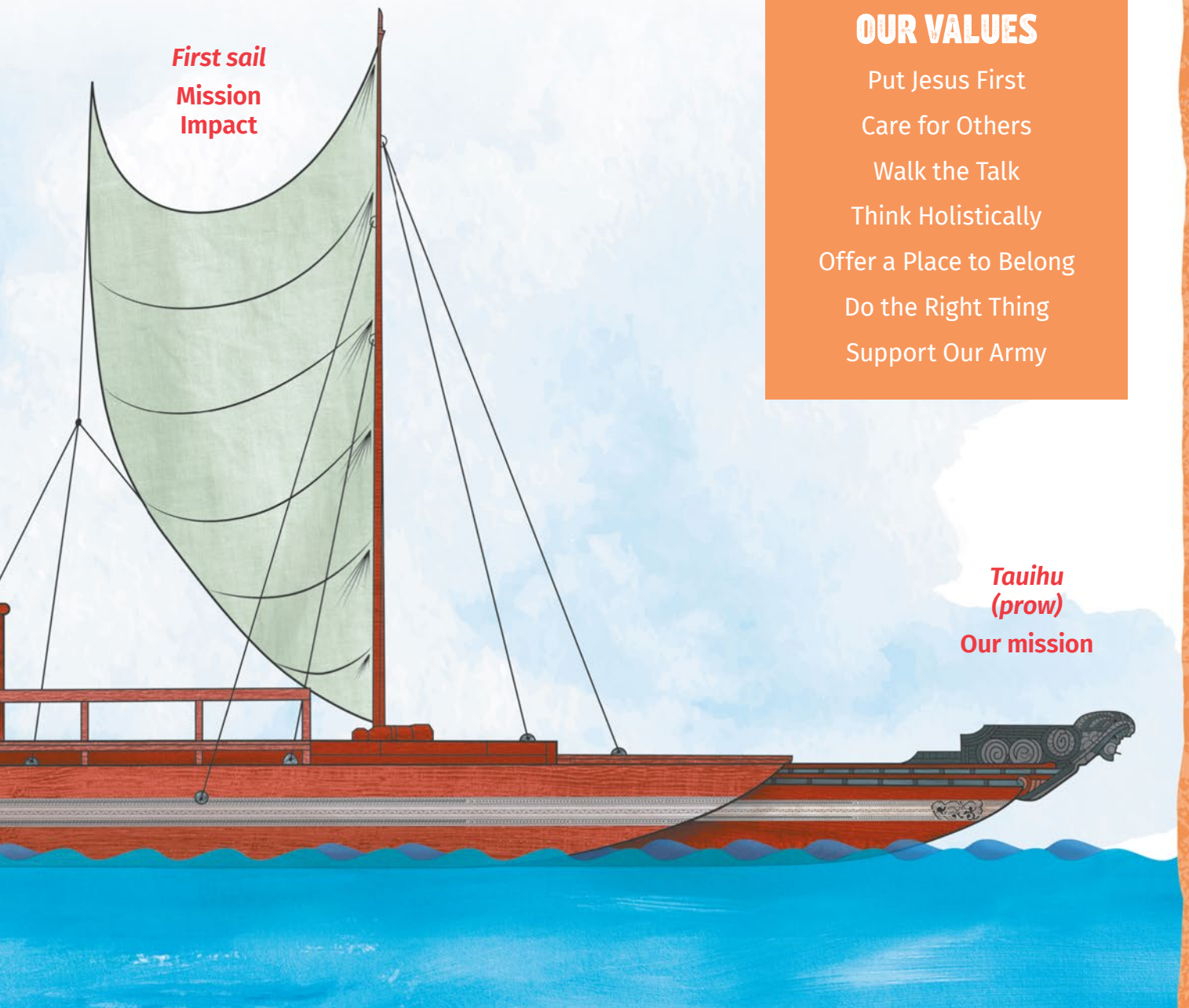
We are representing our intent as a waka, a symbol of unification—going in the same direction, working together.

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.

ONE WAKA • ALL OF US TOGETHER



First sail
Mission
Impact

OUR VALUES

Put Jesus First
Care for Others
Walk the Talk
Think Holistically
Offer a Place to Belong
Do the Right Thing
Support Our Army

Tauihu
(prow)
Our mission

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**.

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 Leaders of The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory are Commissioners Julie and Mark Campbell. Second-in-command is Chief Secretary Colonel Gerry Walker.

The Territorial Commander, Commissioner Mark Campbell, 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 140 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 2023, The Salvation Army recorded a \$21.9 million operating surplus. This is a significant improvement after last year's deficit.

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 2023 improvement reflected significant increases in legacies, donations and fundraising 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; for example, 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 37 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 37 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. Julie also holds a Diploma of Leadership and Management from The Salvation Army Eva Burrows College.

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 14 years, along with 25 years in public service and governance roles in various community organisations.

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.

Lt-Colonel Liz Gainsford

Liz Gainsford is the Territorial Secretary for Spiritual Life Development. She has been an officer for 23 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 children, Sophie and Malachi.

Susan Howan

Susan Howan is Education Officer (School for Officer Training) and Academic Dean of Studies (School of Bible and Mission) at Booth College of Mission, roles she took up in January this year after 37 years as a career public servant. She brings experience in senior leadership, programme management and governance of significant reforms and design/implementation of new initiatives across the education, justice and broadcasting sectors and in cross-sector collaboration relating to vulnerable children. Susan is a current member of the Territorial Moral and Social Issues Council and a past chairperson of its predecessor, the Public Questions Board. She is a soldier of the Wellington South Corps, where she has held several local officer commissions including



corps sergeant major. Susan lives in Wellington with her husband Graeme, and is mother to Jacob and Rebecca who are both in ministry as corps officers in the territory.

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

As the national Executive Director for Community Foundations of Aotearoa New Zealand, and alongside his Rongowhakaata whakapapa, Arron Perriam values more connected and equitable communities for all, and seeks to enable and serve this through his leadership and governance roles. Arron is a board member with the Mentoring Foundation of New Zealand, an independent board member with Kidsfirst South Island Kindergartens, and The Burwood Academy Trust, a neurological health research entity. Arron is a past Winston Churchill Fellowship recipient and was awarded the Institute of Directors 2017 Emerging Director Award.

The Right Reverend Bishop Kito Pikaahu

The Right Reverend Te Kītohi Pikaahu (Ngāpuhi, Ngāti Kahu, Te Aupōuri, Te Rarawa, Te Roroa and Ngāti Whātua iwi) is the Bishop of Te Tai Tokerau and the faith leader to Mihiŋare—Māori Anglicans—in Northland and Auckland. He is an advocate for the wellbeing of Māori and indigenous communities

in the Anglican Communion. Bishop Pikaahu is the longest serving indigenous bishop in the global Anglican community. He was also recognised at his consecration in 2002 as the youngest bishop in the Anglican world. Bishop Pikaahu has significant governance experience from serving on boards and committees, such as chairing the worldwide Anglican Indigenous Network since 2015.

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, 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. Lili served as a member on the University of the South Pacific Council and the Pacific Board of Education and Assessment while she was the education and strategic advisor to Tokelau. She has held various governance roles in the education and community sectors, currently serving as a member on the NZQA Board and the Samuel Marsden Collegiate School Management Board. Lili is the director of the Peter McKenzie Project.

Above (left to right): Commissioner Mark Campbell, Commissioner Julie Campbell, Colonel Gerry Walker, Gregory Fortuin, Major Liz Gainsford, Susan Howan, Envoy Stewart Irwin, Arron Perriam, Bishop Kito Pikaahu, Ngaire Scott, Aiolupotea Lili Tuioti.

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. (International Mission Statement)

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 to be free from alcohol and other drug (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.
- Our welfare services help people have sufficient resources, while referring them 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 the opposite page.

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 again been impacted by Covid-19 restrictions and outbreaks, affecting outcomes. Despite this, our client satisfaction has remained high at 93 percent.

Mission/
Vision

Caring for people, transforming lives
so that all people experience

and reforming society by God's power,
fullness of life as intended by God

End goals

Free from
material
hardship

Healthy
and
resilient

Connected
in healthy
relationships

Following
Jesus

Cultural connection

Outcome areas

Sufficient
resources

Managing
mental and
physical
health

Personal
relationships

Spiritual
awareness

Safe,
sustainable
housing

Free from
gambling
and AOD
harm

Community
connection

Growing
in a faith
community

Capability and motivation

Main services

Welfare

Housing and
wraparound support

Financial
mentoring and
loan support

Reintegration
services

Whānau support services
(e.g. social work)

Development programmes
(e.g. counselling, Positive
Lifestyle Programme, life skills,
parenting, ASPIRE)

Alcohol and other
drug support (AOD)
Gambling support

Faith
communities

Faith communities,
friendship groups,
community meals

Partner with and refer to other agencies + Advocate for positive change and social justice

Statement of Service Performance—New Zealand

For the year ended 30 June 2023

	2023	2022 (Unaudited)
Overall		
Estimates people helped through at least one of our services	150,000	158,000
Percentage of clients satisfied with the service received	93.0%	95.6%
Support for Māori		
Estimated Māori helped through at least one of our services	67,000	68,000
Estimated percentage of people helped who are Māori	44%	43%
Welfare		
Centres providing welfare support	70	70
Estimated number of people who received welfare support directly	126,272	138,212
Food parcels/vouchers/hampers provided to families/individuals directly	82,931	74,566
Food parcels/hampers provided to other organisations for distribution	3,420	8,795 ⁱ
Food clients referred to other services	29.6%	32.0%
Housing and wraparound support		
Number of houses/units used for transitional housing	895	828
Number of households helped through transitional housing	1,835 (4,461 people)	1,647 (3,887 people)
Number of sessions with transitional housing tenants	77,281	75,903
Average length of stay by transitional housing tenants	18 weeks	17 weeks
Transitional housing clients finishing having achieved their case plan goal	65.6%	61.8%
Transitional housing clients obtaining long-term accommodation	53.1%	48.3%
Number of people housed in long-term social housing tenancies	586	657
Number of homes provided for social housing	446	431
Number of new social housing homes built	17	0
Overall satisfaction for social housing tenants	88%	89%
Financial mentoringⁱⁱ		
Clients receiving financial mentoring	3,076 (29 locations)	3,426 (33 locations)
Clients finishing financial mentoring feeling at least moderately confident managing their money	91.5% (33.0% at start)	89.3% (39.4% at start)
Clients finishing financial mentoring stating they are at least moderately able to meet the financial needs and obligations of their whānau	87.6% (36.4% at start)	88.5% (43.9% at start)
Reintegration services		
Clients assisted with reintegration ⁱⁱⁱ	412 (8 locations)	458 (8 locations)
Clients supported in a bail house	84 (2 locations)	67 (2 locations)
Percentage of clients with a reintegration plan	72.8%	69.3%
Whānau support (social work)		
Families helped through our whānau support services	1,770 (34 locations)	2,259 (32 locations)
Number of sessions with social work families	10,531	13,519
Clients finishing social work achieving 80% or more of their goals ^{iv}	50.1%	43.5%

	2023	2022 (Unaudited)
Development programmes		
People participating in our Positive Lifestyle Programme	542 (33 locations)	398 (29 locations)
Families helped through our counselling services	387 (16 locations)	354 (14 locations)
Young people participating in our year-long Aspire Kiwi Youth Development programme	184 (18 groups)	158 (17 groups)
People participating in outdoor adventures at our Blue Mountain Adventure Centre	2,296	1,473
Alcohol and Other Drugs (AODs) addiction services (Bridge)		
People who received support for harmful use of alcohol and/or other drugs (AOD)	4,685 (17 locations)	4,375 (17 locations)
Clients who received intensive AOD treatment (excluding detox)	853	773 ^v
Percentage of intensive AOD treatment clients completing the programme	61.2%	63.8%
Residential AOD treatment average occupancy ^{vi}	65.4%	60.4%
Gambling addiction services (Oasis)		
People receiving gambling help	1,900 (7 locations)	2,190 (7 locations)
People receiving specialist gambling counselling	896	1,067
People who say during their regular reviews that gambling strategies are working	94.0%	86.7%
Class 4 venues engaged with who adopted policies and practices to reduce gambling harm	93.3%	82%
Faith communities		
Number of churches/faith communities	89	91
Regular attenders	6,873	7,237
New Christian believers	102	58 ^{vii}
Advocacy		
Written submissions on proposed legislation	18	22
Research reports developed	4	3
Media engagements	113	131
Other		
Number of Family Stores reducing waste, recycling goods and provide affordable goods	129	129
Early childhood centres and SPACE students	305^{viii} (4 locations)	324 (4 locations)
Seniors' groups and members	52 groups, 995 members	53 groups, 1,007 members
Driving school students	716 (7 locations)	723 (7 locations)
Estimated people helped by our chaplains ^{ix}	5,000	3,300

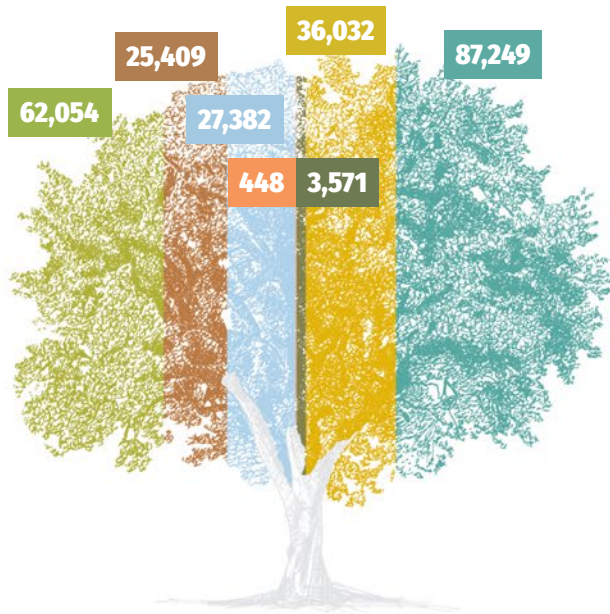
Notes to the Statement of Service Performance—New Zealand

- i** Bulk food provided to other organisations updated to include hampers. Higher demand in 2021/22 due to Covid-19 lockdowns.
- ii** Community finance loan service, previously reported, is no longer provided.
- iii** Reintegration count changed from number of open cases to number of people assisted. Reoffending data, previously reported, is no longer being made available to us, so this measure can no longer be reported.
- iv** Whānau support goals metric updated to only count Social Work clients.
- v** Intensive AOD treatment figures updated to exclude detox services, and to add a group of graduations previously excluded in error.
- vi** Covid-19 management has greatly affected our AOD centre occupancy and completion rates over the last two years.
- vii** Covid-19 restrictions caused significant disruption to church services, leading to small gatherings and online services.
- viii** Decreased due to not accepting new enrolments during renovations and a staffing shortage.
- ix** Estimate, as our chaplains record the number of people they help each week, but we have no way to identify how many are repeats. Numbers were lower during 2021/22 as Covid-19 restricted chaplains from visiting courts and prisons.

SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

OPERATING INCOME

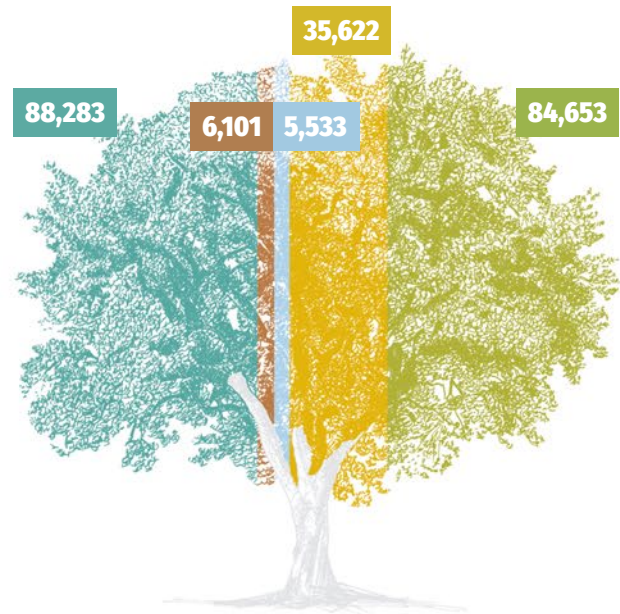
(\$ thousands)



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

OPERATING EXPENSES

(\$ thousands)



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

	2023 (\$ thousands)	2022 (\$ thousands)
Operating Income		
Donations & Grants	25,409	24,109
Fundraising Income	62,054	51,554
Legacies	27,382	11,274
Net Investment Income & Rental Income	36,032	6,990
Programme Income	87,249	80,501
Insurance Proceeds	448	301
Net Gain on Sale of Property	3,571	108
Total Revenue	242,145	174,837
Operating Expenses		
Church & Evangelism Programmes	35,622	32,978
Community & Training Programmes	88,283	78,919
Social & Health Programmes	84,653	71,608
International Support	6,101	4,900
Support Services	5,533	4,474
Total Expenses	220,192	192,879
Operating Surplus/(Deficit)	21,953	(18,042)

Summary Statement of Financial Performance

For the year ended 30 June 2023

	2023 (\$ thousands)	2022 (\$ thousands)
Operating Income (total revenue)	242,145	174,837
Operating Expenses (total expenses)	220,192	192,879
Operating Surplus/(Deficit)	21,953	(18,042)

Summary Statement of Comprehensive Income

For the year ended 30 June 2023

	2023 (\$ thousands)	2022 (\$ thousands)
Operating Surplus/(Deficit)	21,953	(18,042)
Net gains/(losses) on equity instruments at FVOCI	8,211	(10,792)
Total Comprehensive Surplus for the Period	30,164	(28,834)

Summary Statement of Changes in Equity

For the year ended 30 June 2023

	Fair Value Reserve of Financial Assets as FVOCI (\$ 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

	Fair Value Reserve of Financial Assets as FVOCI (\$ thousands)	Retained Earnings (\$ thousands)	Total (\$ thousands)
As at 1 July 2022	9,455	598,341	607,796
Total Deficit for the Period	–	21,953	21,953
Other Comprehensive Income	8,211	–	8,211
Total Comprehensive Income for the Period	8,211	21,953	30,164
Transfer to Retained Earnings	(4,914)	4,914	–
As at 30 June 2023	12,752	625,208	637,960

Summary Statement of Financial Position

As at 30 June 2023

	2023 (\$ thousands)	2022 (\$ thousands)
Equity		
Retained Earnings		
Capital Fund	288,411	287,549
Restricted Purposes	100,841	96,733
Designated Purposes	234,695	213,879
General Fund (Unrestricted Purposes)	1,261	180
Total Retained Earnings	625,208	598,341
Other Reserves		
Fair Value Reserve of Financials Assets as FVOCRE	12,752	9,455
Total Equity	637,960	607,796
Non Current Assets	657,078	632,754
Current Assets	64,124	53,747
Total Assets	721,202	686,501
Current Liabilities	23,000	20,806
Non Current Liabilities	60,242	57,899
Total Liabilities	83,242	78,705
Total Net Assets	637,960	607,796

Summary Statement of Cash Flows

For the year ended 30 June 2023

	2023 (\$ thousands)	2022 (\$ thousands)
Cash from Operating Activities		
Net Surplus/(Deficit)	21,953	(18,042)
<i>Adjusted for:</i>		
Non-cash and non-operating items	(11,005)	28,352
Changes in working capital assets and liabilities	11,234	(3,259)
Net Cash Flow from Operating Activities	22,182	7,051
Net Cash Flow from Investing Activities	(27,603)	(6,046)
Net Cash Flow from Financing Activities	2,500	-
Net increase/decrease in cash and cash equivalents	(2,921)	1,005
Cash and cash equivalents at the beginning of the year	4,277	3,272
Cash and Cash Equivalents at the End of the Year	1,356	4,277

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

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 Edmund and Maud Sanderson Jeff Charitable Trust (Jeff 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 2023.

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 28 September 2023.

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 28 September 2023.

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 29 September 2023.

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) represent 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 Capital Commitments

	2023 (\$ thousands)	2022 (\$ thousands)
Capital Commitments	15,010	13,023

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

4 Contingent Liabilities

There are no contingent liabilities at financial year end (2022: \$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.

	2023 (\$ thousands)	2022 (\$ thousands)
Administration Levy and grants to IHQ	1,483	1,647
Grants paid to Fiji	1,807	1,783
Grants paid to Tonga	932	670
Grants paid to Samoa	935	866
Costs of Officers' Super Scheme	1,279	778
	6,436	5,744

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.

	2023 (\$ thousands)	2022 (\$ thousands)
Balances due to/ (receivable from):		
IHQ	10	134
Fiji	1,038	1,783
Tonga	71	536
Samoa	739	806
	1,858	3,259

7 Events After The Balance Sheet Date

There were no events subsequent to balance date.

AUDITOR'S LETTER



Independent auditor's report to the Territorial Commander and Chief Secretary of The Salvation Army New Zealand

Report on the Summary Financial Report

Opinion

The summary financial report on pages 32 to 39, which comprise the summary statement of financial position as at 30 June 2023, the summary statement of financial performance, summary statement of comprehensive income, summary statement of changes in equity, summary statement of cash flows and summary statement of service performance for the year then ended, and related notes, are derived from the audited financial report of The Salvation Army New Zealand ("the Army") for the year ended 30 June 2023.

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

Summary Financial Report

The summary financial report does not contain all the disclosures required for a full financial report under generally accepted accounting practice in New Zealand. Reading the summary financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial report and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 29 September 2023.

Other matter

The corresponding figures in the summary statement of service performance of the Army, being those measures related to the year ended 30 June 2022, were not audited.

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

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

Auditor's Responsibilities

Our responsibility is to express an opinion on whether the summary financial report is consistent, in all material respects, with the audited financial report 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 report, we also audit the financial report 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.

Chartered Accountants
Wellington
29 September 2023

THANKS FOR YOUR SUPPORT

This year, the cost-of-living crisis has put pressure on everyone, and many families and individuals who were previously managing have reached breaking point. Money that used to be enough is simply not covering the bills anymore. Adding to this, in the north of the country extreme weather events left thousands without homes, with many still waiting to know when they could return home six months later. The fire at Loafers Lodge in Wellington was another tragedy to hit those already in poverty.

During these challenging times we have seen huge resilience and strength in our fellow New Zealanders and have been humbled by how those unaffected have stepped up to help. You—our donors, our supporters, our corporate partners, our volunteers and our workers—have helped to provide essential services to those who have sought assistance during this time. You have given them hope in their darkest moments.

Appeals

Due to your generosity, our three major appeals—Red Shield, Winter and Christmas—have raised much needed funds for Community Ministries, but resources are stretched more and more. Community Ministries is at the heart of what we do and includes our foodbanks and wraparound services like counselling, financial mentoring, social work and positive lifestyle coaching.

The trust you put in us to do this work is much appreciated. Without your donations, we could not deliver these vital frontline services and disaster responses. Through your giving, we are there for your fellow New Zealanders in their time of need.

Corporate partner support

We greatly value our corporate partners and extend our thanks for another year of support. Whether it is food to keep our foodbanks well supplied, presents at Christmas or financial donations to help our frontline workers deliver their support programmes, you have made an enormous difference in the lives of those who need it most.

Leaving a gift in a Will

An increasing number of people are choosing to leave a gift to The Salvation Army in their Will. This means your support of our work and desire to make a positive difference in people's lives will continue

beyond your lifetime. 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. Our gratitude goes out to those who have made a bequest; your gift leaves a legacy of care.

Grant funding

Our many partnerships with trusts, fund holders and organisations are of great value to us. These wonderful groups of people provide us with grants for specific projects supporting our frontline work. Whether you are a small local funder or a large national philanthropic organisation, we remain so grateful for your ongoing support that collectively makes so much possible.

True Heroes

Giving on a regular basis by setting up a recurring giving plan in our True Heroes programme means our teams on the frontline can plan more easily, knowing that a certain amount is coming in. With the ever-increasing need and the rising cost of meeting that need, you truly are our True Heroes. Thank you for helping us to provide life-changing support with our foodbanks and wraparound services.

Volunteers

Volunteers are an integral part of what we do in centres all around the country. Whether you help in our foodbank warehouses, our Family Stores, as a mentor, or out on the street collecting during Red Shield Week, we want to thank you for your passion and dedication to help others in need. This year we also want to send a special thanks to those who stepped up to be part of our response to help communities hit by extreme weather events.

Thank you

To you, our supporters, we acknowledge and give our sincere thanks for the faith and trust you put in us to do the work to lift your fellow New Zealanders out of hardship. Life is tough out there for so many but through your collaboration with us we really do make a difference. Every dollar helps us to help those in need, so we thank you for the hand up—you have helped us to give to thousands of New Zealanders this year.

BUSINESS SUPPORT

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



ONESIGHT
EssilorLuxottica Foundation



FINANCIAL
SERVICES



Bunnings

OCS

Transpower

Colgate Palmolive

Resene

Meat The Need

Jess' Underground Kitchen

TechnologyOne

Nandos

Thom Productions

ACKNOWLEDGEMENTS

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

Acorn Foundation	\$46,863.19	Rotorua Trust	\$10,000
B H and S W Picot Charitable Trust	<i>Unpublished</i>	Sir John Logan Campbell Residuary Estate	\$80,000
Basil Charles Bellhouse Charitable Trust	\$8,600	Southland Masonic Charitable Trust	\$6,000
Bay Trust	\$75,000	Strathlachlan Fund—Grassroots	\$8,000
Bowen Trust	<i>Unpublished</i>	Sutherland Self Help Trust	<i>Unpublished</i>
Burrows Brothers Charitable Trust	\$5,000	Tect Holdings Ltd	\$27,200
Central Lakes Trust	\$655,187	The A F W & J M Jones Foundation	\$35,000
Christchurch City Council	\$12,500	The Blenheim Trust	\$48,275
Community Trust Mid & South Canterbury	\$50,000	The Graham Halstead Family Trust	<i>Unpublished</i>
David Levene Foundation	<i>Unpublished</i>	The J N Lemon Charitable Trust	<i>Unpublished</i>
E L & B M Robinson Charitable Trust	\$21,403	The Lois McFarlane Charitable Trust	\$25,000
Estate of Eric Alfred Rogers	\$12,000	The Stewart Charitable Trust	\$71,750
Farina Thompson Charitable Trust	\$6,000	The Sunrise Foundation	\$5,000
Frimley Foundation	<i>Unpublished</i>	The Tindall Foundation	\$244,743
Gallagher Charitable Trust Board Inc	<i>Unpublished</i>	Trust Waikato	\$45,000
Giltrap Trust	<i>Unpublished</i>	Tui Flower Foundation	\$5,000
Greenlea Foundation Trust	<i>Unpublished</i>	Valder Ohinemuri Charitable Trust (Inc)	\$8,000
J B W McKenzie Trust	\$15,000	W R Kettle Trust	\$7,000
Jack Jeffs Charitable Trust	\$25,000	Wakatipu Community Trust	\$10,541
James Ian Urquhart Family Trust	\$110,000	Wellington Community Fund	\$5,000
Kelliher Charitable Trust	<i>Unpublished</i>	West Georgia Trust	\$20,000
Kerr Taylor Foundation Trust Board (Inc)	<i>Unpublished</i>	Winton and Margaret Bear Charitable Trust	\$8,000
Louisa and Patrick Emmett Murphy Foundation	\$7,000	Zelda Roberts Charitable Trust	\$8,000
M A Tonkinson Charitable Trust	\$7,500		
Margaret Burns Charitable Trust	\$7,217		
Martha Helen Baldwin Trust	<i>Unpublished</i>		
Masfen Foundation	\$12,000		
N R and J H Thomson Charitable Trust	<i>Unpublished</i>		
Network Tasman Trust	\$20,000		
Olive Tree Charitable Trust	<i>Unpublished</i>		
Otago Community Trust	\$45,000		
Peter & David Picot Charitable Trust	\$9,000		
Phillip Verry Charitable Foundation	\$20,000		
Robert & Barbara Stewart Charitable Trust	\$6,000		



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

