



HOPE
WHERE IT'S NEEDED MOST

The Salvation Army Australia

Impact Report 2018



FROM SEED TO IMPACT, OUR SHARED JOURNEY IN GRATITUDE

“We support The Salvation Army because we believe in their vision, mission, values, faith and trust in our Lord and Saviour Jesus Christ in all things they do. Their willingness to help and support in time of need is commendable”

The Rock Private Ancillary Fund

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A few words from us

WHEREVER THERE IS HARDSHIP OR INJUSTICE, SALVOS WILL LIVE, LOVE AND FIGHT, ALONGSIDE OTHERS, TO TRANSFORM AUSTRALIA ONE LIFE AT A TIME WITH THE LOVE OF JESUS.

Who makes up the Salvos? It's a question Tracey and I have put a lot of thought and discussion into throughout 2018.

Salvos are the women and men working tirelessly in our services, corps and centres. In addition, we are blessed with many wonderful professionals working in programs across the country - and you could say they also are Salvos.

But at its heart, The Salvation Army is a movement - a groundswell of people across the world who gaze upon the hardship and injustice they see, and say, "No. I want something better than this." They roll up their sleeves and work together to do what they can, whether it's giving their time, money, expertise or advocacy - and in doing so they can change the world.

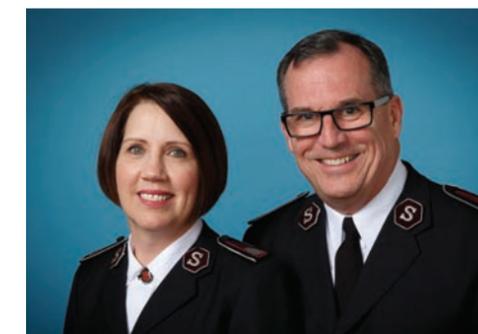
To us, this sounds like you.

This year, you've given what you can, and made genuine change a reality.

Thank you and thank God for you. We're delighted to live, love and fight against hardship and injustice with you on board.

Blessings,

Commissioners Floyd & Tracey Tidd
National Leaders
The Salvation Army Australia



Our national transformation

In 2017, we took big steps towards The Salvation Army becoming one, unified national organisation, able to make a bigger impact on more lives.

We continue to work towards our goal of achieving national unity by January 2019 by:

- Mobilising our people around our unified vision for The Salvation Army in Australia
- Implementing a new, holistic mission delivery model
- Implementing a new, national governance model and organisational structure.

This will allow us to more effectively deliver on our mission, by streamlining management, releasing more human and financial resources for frontline mission, and ensuring a stronger, more agile and more innovative Salvation Army.

Our new mission:

The Salvation Army is a Christian movement dedicated to sharing the love of Jesus by:

Caring for people

Creating faith pathways

Building healthy communities

Working for justice.

SHARPENING OUR FOCUS FOR GREATER IMPACT

Becoming one national movement has given The Salvation Army an unprecedented opportunity to review our services throughout Australia to ensure we're making the greatest impact for those we serve, meeting human needs without discrimination.

In line with our national vision and mission we will focus on the following social and community service areas:

- **Homeless and accommodation services, including family and domestic violence**
- **Recovery from alcohol, drugs and other addictions**
- **The Doorways program**
- **Strategic disaster management**
- **Chaplaincy**
- **Community engagement**

By focusing on these key areas nationally, we are able to maximise our resources and make significant, visible, measurable differences that improve the lives for communities and individuals. For more detailed information on our national strategy in the above program areas, please contact your relationship manager.

This is a very exciting time for all of us, giving us the opportunity to serve Australia even better. While we are undergoing significant internal change to achieve that, the values and principles that drive us will always remain at the heart of what we do.

Some of our key strategic imperatives are strengthening the Army's voice on national issues, focusing our efforts and enhancing our measurement to ensure our resources have the greatest possible impact, and growing our partnerships to leverage the strengths of our strategic alliances.

The intention behind our transformation is to take us from strength to strength, building on the work of those who came before us as we create the future together.



THE SALVATION ARMY'S KEY SOCIAL AND COMMUNITY SERVICE FOCUS AREAS



Homeless and accommodation services, including family and domestic violence

This includes residential homelessness, homelessness support and outreach, and family and domestic violence support.



Recovery from alcohol, drugs and other addictions

This includes recovery in transitional housing, residential services, residential detoxification services, non-residential services and gambling services.



The Doorways program

Whatever kinds of support clients need, we guide them through the process with internal and external service providers, including emergency relief, financial counselling, financial literacy and NILS - our No Interest Loans Scheme.



Chaplaincy

Pastoral care, practical assistance and support, often in places of high need such as courts, prisons, hospitals and rural areas.



Community engagement

This includes local community responses and community engagement programs. These grass-roots, front-line operations remain a strong pillar of our work and we have adopted a new model of local mission delivery.



Strategic disaster management

Salvation Army emergency services, response and recovery.

“Some of our key strategic imperatives are strengthening the Army’s voice on national issues, focusing our efforts and enhancing our measurement to ensure our resources have the greatest possible impact, and growing our partnerships to leverage the strengths of our strategic alliances.”

AREA IN FOCUS: HOMELESS AND ACCOMMODATION SERVICES

Each of the priority areas we talked about on page six encompasses many different services. On this page, we are highlighting homeless and accommodation services to demonstrate the variety of services that make up each area.

Tonight, more than 116,000 people will be homeless across Australia¹. More than 43,500 of them – or 37 per cent – are under the age of 25².

Homelessness has increased 14 per cent over the past five years. There has been an increase in women, children and young people on the streets and despite all our efforts there are still not enough shelters across the country to house everyone in need. Every day, 250 people are turned away from crisis centres around the country³.

People become homeless for many reasons, including mental health crises, unemployment, domestic and family violence, financial troubles, problems with drugs, alcohol or gambling or the loss of a job or loved one. These issues require intervention that takes a holistic approach.

At The Salvation Army we come alongside people as they find their feet again, setting and reaching new goals.

Home.

The Oxford English Dictionary defines it as “the place where one lives permanently, especially as a member of a family or household”. The Cambridge Dictionary refers to “the place where we belong”.

To live safely and belong are basic human needs. Every day at The Salvation Army we encounter and seek to encourage people at major crossroads in life, dealing with unexpected life events that can lead to homelessness.

Did you know there is an increasing number of women aged 55 plus who have never been in the welfare system yet suddenly face homelessness for the first time due to unforeseen circumstances in their lives?

But our work does not only service those struggling with homelessness. We offer early-intervention programs through our integrated services that can assist people to stay in their homes, thereby avoiding the trauma experienced by those who lose their homes.

Bringing systemic change to the area of homelessness requires long-term commitment at all levels from grass-roots intervention to public policy. This will require cross-sector collaborations beyond any efforts we have previously seen. The Salvation Army is committed to providing leadership in this important area and we will need leaders in all areas to join forces with us.

Forecasts suggest our homelessness services are meeting needs that will continue to be significant in our community for the next 10 years. For this reason, they will continue to be a priority area for the newly amalgamated Salvation Army from 2019.

Sadly, we know there are still many people living without hope, opportunity and freedom that we are not yet reaching with the support they need. By doing more of what we do best with your donations, we can maximise our resources and make the most significant, visible and measurable difference to people’s lives and the variety of circumstances in which they find themselves.

BREAKING THE CYCLE

Twenty-two-year-old Sarah* had complex mental health issues, was living in her car and couch surfing when she could. We were able to help her access accommodation, medication and food, as well as financial counselling to manage her debts. We helped her into the Young Parents program, long-term accommodation and assistance to obtain household goods and food. She is now creating a safe and tranquil home for herself and her baby.

DIGNITY RESTORED

Chris* was assaulted by people who then illegally took over his Housing NSW property. Too scared to return, he slept rough at Sydney’s Central Station for nine months. A Salvation Army case manager assisted Chris and got him off the streets. Chris now has a new home, and we have assisted him with furniture and household items, setting up rental payments and utilities, and referrals to his local community health centre for ongoing support.

GUIDANCE AND ADVOCACY BEAR FRUIT

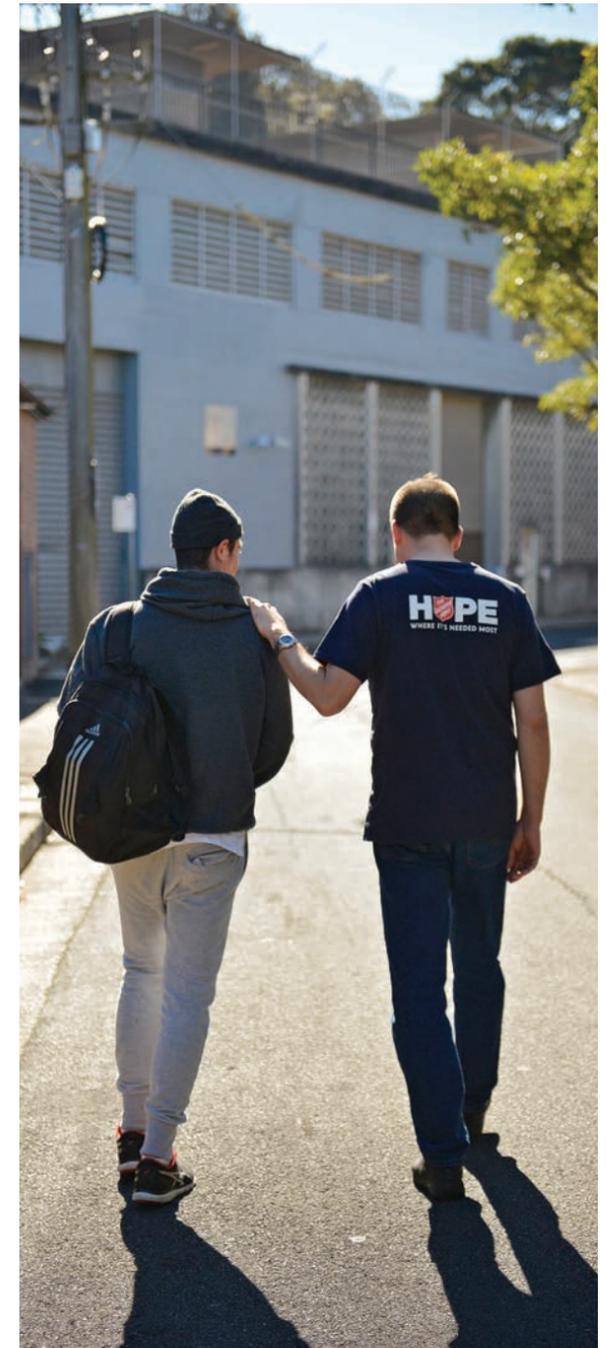
James* and Sophie* lived in a single boarding-house room without a kitchen or bathroom for seven years, which exacerbated their existing mental and physical health issues. We helped them with the Housing Pathways process, providing in-depth guidance on rental applications, dealing with real estate agents, and we also advocated on their behalf with government departments. They now have a new home, new furniture and, they report, a much better quality of life.

A CENTRAL POINT FOR SERVICES

A sewage leak rendered Emma’s* property uninhabitable and this had a detrimental effect on her physical and mental health. We helped her arrange letters of support from five medical professionals, which enabled an urgent transfer into more appropriate housing. We also provided her with regular, culturally-appropriate emotional support for her complex mental health needs and she now has a home in which she feels safe for the long term.

CHARTING A NEW COURSE

Imagine a family of four living in a studio apartment for nearly three years. Ben*, his partner and their two children did just that, dealing with significant family tension and conflict due to the lack of space and privacy. We helped them navigate complex government services and they were able to obtain much more appropriate accommodation, close to their daughter’s high school. They are now receiving ongoing support from their local family support service.



THE ESSENCE OF OUR ETHOS

As you’ve read, homelessness services aren’t just about crisis accommodation – your generosity also enables us to help clients access long-term housing, advocate for them with government and service providers, provide appropriate support for physical and mental health issues and assistance with furniture, moving costs, education and food. Having a home is about much more than just somewhere to sleep.

**Names have been changed to protect privacy*

How we measure impact

Measuring our true social impact is important to us. That is why, for the past three years, The Salvation Army has been conducting research into how we can better measure the tangible differences our services make to people's lives. In addition, we have been looking for ways to become quicker and smarter in identifying and implementing service improvements.

A detailed report into our results, **Strength in Numbers: Outcomes and Impact Measurement**, will be available in late 2018.

WHY OUTCOMES MATTER

Outcomes are the differences our programs make to people's lives. Traditionally, we have reported on outputs instead, focusing on things like the number of beds and meals supplied, and people we supported. Taking a strategic and integrated approach to measuring outcomes allows us to better observe the real change we're making through our services. And communicating this to you as our donors and partners allows you to see how effectively your money is being used, beyond providing practical assistance.

For example, it costs \$35,000 to provide accommodation for one vulnerable person for one year. Yet that money has

much more impact than just a roof over one's head. The experience the person has in the accommodation, along with the wrap-around support they can access, allows them to build resilience (including financial resilience), increase their self-determination, wellbeing and spirituality, and build their individual capabilities. These are all things that will make them more capable of getting back on their feet and thriving independently in the long run. And it's significant, longer-term outcomes like this that we're now measuring.

A FRAMEWORK TO MEASURE OUTCOMES

Having a consistent outcome measurement framework helps us evaluate the collective impact of our individual programs, departments and the whole organisation.

It can be adapted to any program and every employee can use it to:

- Measure the results of activities, helping us understand their contribution to our mission
- Identify what works and what could be improved
- Communicate evidence-based impact to clients, the community and society.

THE SALVATION ARMY OUTCOMES MEASUREMENT FRAMEWORK

Our mission

The Salvation Army is a Christian movement dedicated to sharing the love of Jesus by:



CARING FOR PEOPLE CREATING FAITH PATHWAYS BUILDING HEALTHY COMMUNITIES WORKING FOR JUSTICE

This mission informs the outcomes we want to measure.

Our outcome domains

The Salvation Army uses sector-specific frameworks and best practice to promote change across the following outcome domains:



By measuring these outcomes we determine our impact and the extent to which we are achieving our mission.

Our collective impact

The Salvation Army measures and evaluates the impact of our work in fulfilling our mission and this information is used to improve our services:



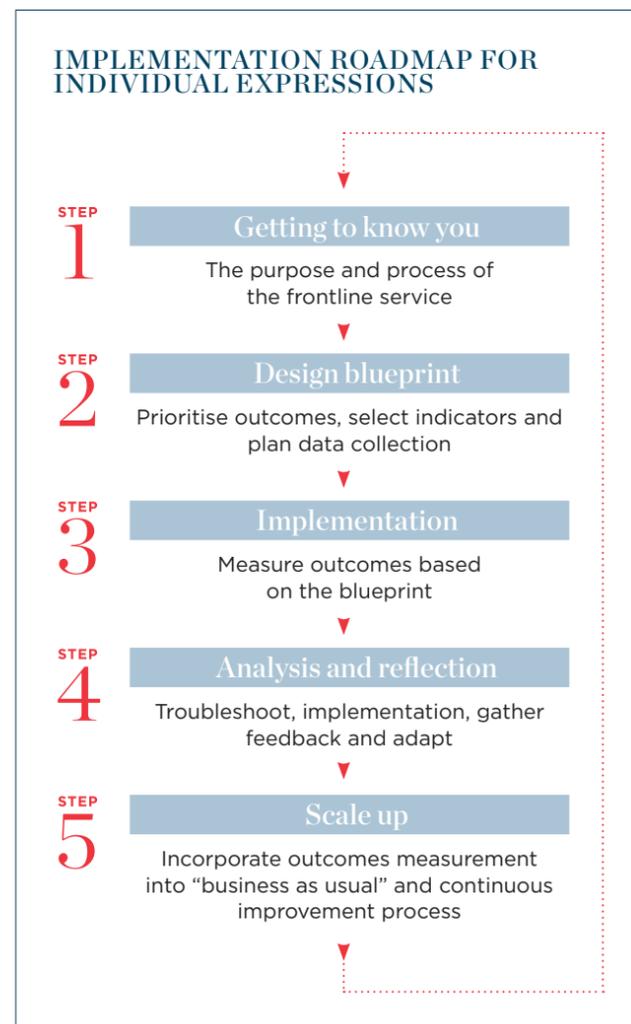
PRACTICALLY (CARING FOR PEOPLE AND WORKING FOR JUSTICE) SOCIALLY (BUILDING HEALTHY COMMUNITIES) SPIRITUALLY (CREATING FAITH PATHWAYS)

Our outcomes measurement framework enables greater accountability and supports our continuous improvement. It is a significant milestone on our journey towards understanding and appreciating our full impact.



UNDERSTANDING PROGRAM OBJECTIVES

Our researchers worked with frontline staff to review documents and link programs with funding requirements. They also observed programs and received feedback on the best ways to capture data. Together, staff and researchers developed a Program Logic, outlining each program's intended outcomes and the indicators needed to measure them. The roadmap below illustrates this journey.



COLLECTING VITAL DATA

Embedding outcome measurement into our services will allow staff to regularly review program logic to focus on the most effective activities and use of our resources.

Using our framework, we have been able to measure the effectiveness of each program as it relates to our outcome domains (financial resilience, social cohesion, living situation, etc).

Results from all our pilot projects were collated to show how each Salvation Army service impacts community members. The number of variables within each service means it is important to analyse individual programs rather than generalise findings or compare services.

For a copy of our detailed Collective Impact Report, please contact your relationship manager or phone us on 1300 613 700.

CASE STUDY - MONEYCARE

The Salvation Army Moneycare service provides free, confidential services for people experiencing financial difficulties. Staff can help with budgeting, credit, debt and repossession, as well as no-interest loans.

The outcomes measurement pilot ran from August 2017 to May 2018, capturing outcomes through feedback from community members. Our team used three principles to develop a specific measurement tool for this service - co-design with the frontline staff, holistic client care and integrated service delivery.

This user-centred tool enables frontline staff to capture community members' outcomes, such as how financially resilient they have become through their financial counselling and capability services, as well as how their mental health and personal wellbeing have improved.

Integrated into service delivery, the outcomes measurement process requires no significant extra work for staff and provides timely, evidence-based feedback on the work of staff to assist with their professional development.

RESULTS

Financial counselling and financial capability services helped the clients by addressing their immediate needs, such as debt repayment, but have also helped the clients achieve sustainable outcomes, such as a better financial knowledge and behaviour, and better social capital and financial independence.

Moneycare results

Our impact framework also revealed the following beneficial outcomes:

14,351 people were supported by our Moneycare financial counsellors, with over 70,000 sessions held throughout the year.



79% of community members reported improved financial resilience in areas such as debt management, ability to meet daily expenses, proactive behaviours, knowledge and resourcefulness, and understanding of financial products and services



67% reported improved mental health



92% reported positive feedback on their experience with Moneycare workers.

“The homeless person is portrayed as different. Homelessness casts a shadow over people’s identities: elements of the self such as voting allegiances, family positions and sporting interests, for example, are given no consideration in how we assume homeless people like to think about themselves, nor are they factors that we draw on when we identify them. The state of homelessness is all-pervasive. Homelessness conceals personal characteristics: the former prevents us from thinking about the latter.

“The Salvation Army has taken these insights further and translated them into practice principles. These take as a starting point that, in delivering services, it is important to avoid seeing people through the lens of their current and past housing challenges. The language The Salvation Army uses has changed significantly, with the aim of treating people as active agents of their life and members of society, rather than passive recipients of services. These changes in practice are subtle and not easily described, but they represent a significant change in the ethos of the service.”

*Associate Professor Cameron Parsell,
University of Queensland*

A photograph of a man with short dark hair and a light beard, wearing a black t-shirt, standing with his arms crossed in front of a wall covered in graffiti. The lighting is dramatic, with strong shadows and highlights.

From street to recording studio

LOVED BACK TO LIFE

“The Salvos gave me everything I needed – food in my belly, a bed to sleep in; a safe place to live away from feeling lost and scared, to actually have a hope. They are my family. They have literally loved me back to life.”

For young Owen, being in youth detention felt like “paradise” compared to being homeless.

At the age of just 13, a family breakdown left Owen sleeping rough in a public toilet at Wollongong train station.

“I had no idea what to do – I was yet to grow a beard or learn how to shave, let alone learn how to survive on the streets,” he says.

Owen had never experienced a stable, loving home. He and his mother had always been on the move, never settling down for long enough to establish roots. He says his stepfather had regularly bashed them both. His older brother was in prison for a serious crime. Life was chaotic, and drugs and alcohol were always around.

TOO YOUNG TO BE ALONE

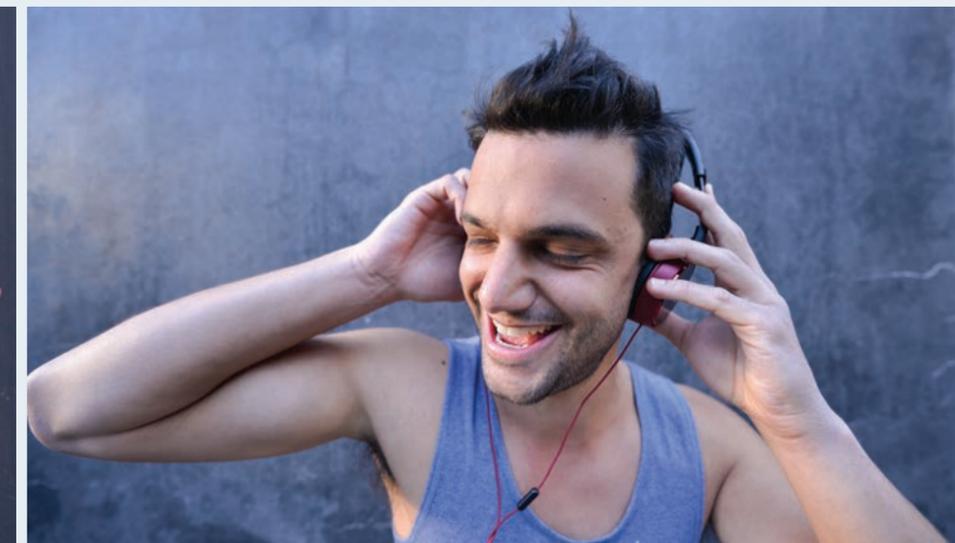
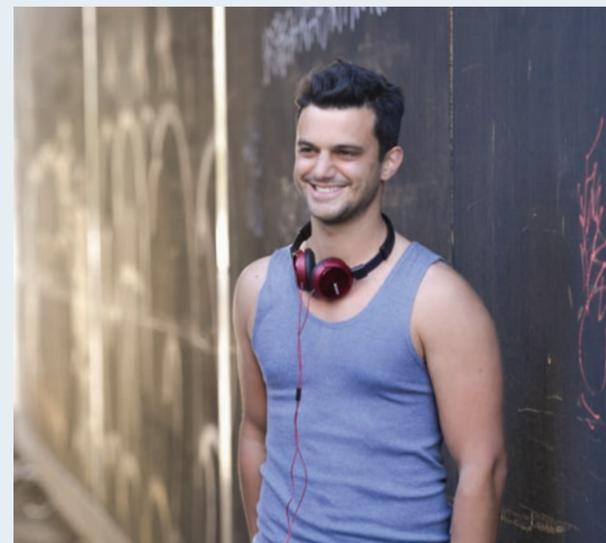
Owen had a major fight with his mother one night and left home. He had no food and no money. Nothing but the clothes on his back.

“You have never felt fear until you feel that feeling of nothingness – the feeling of being so lost even though you know where you are,” he says.

Every night for three months, Owen hid in the disabled toilet at the train station, carefully locking the door. He slept on the cold, dirty floor but was constantly woken and kicked out by rail workers and police. Remarkably, Owen initially tried to keep going to school, but he had nowhere to shower and no clean uniforms. His classmates bullied him because he was dirty and smelled. Completing homework was out of the question, and he soon gave up on school.

Owen turned to drugs to escape the misery of his predicament. He quickly became addicted and committed crimes to fund his habit.

“This lifestyle got me locked in detention centres more often than I’d like to admit. I was so depressed, scared and alone that I didn’t care. In fact, it was a free meal, a bed and a roof over my



head. It was paradise compared to living on the streets,” he says.

Every time Owen walked out of detention, he would be healthy, drug-free and alert. But soon the pain would come flooding back. The vicious cycle of drugs, crime and imprisonment in detention centres would start again. But then, in Owen’s words, “something magical happened”.

FINDING FAMILY

After yet another stint in detention, Owen was sent to The Salvation Army’s Oasis Youth Support Network in inner Sydney instead of being left to his own devices like before. At Oasis, thanks to our supporters, he could finally get the help he desperately needed to rebuild his self-worth, while receiving a warm bed and regular meals.

Oasis’ leaders, Salvation Army officers Paul and Robbin Moulds, would become his greatest supporters. It quickly became clear to Paul and Robbin that Owen loved music. They saw that he was never without his headphones and discman.

Owen particularly enjoyed the music of rappers Eminem and Tupac because he could relate to their struggles. Owen was encouraged to join the Oasis music program to write rap songs about his own tough journey. He had the chance to create and record his own music. This culminated in a life-changing opportunity to tour NSW schools, performing his music to more than 6000 students and raising awareness of youth homelessness.

This profound experience – of being nurtured and giving to others – turned Owen’s life around. Today, Owen is going from strength to strength, thanks to donors like you. He has released an album and obtained permanent housing. He is employed by The Salvation Army and has become a mentor to homeless young people.

“The Salvos gave me everything I needed – food in my belly, a bed to sleep in; a safe place to live away from feeling lost and scared, to actually have a hope. They are my family,” he says. “They have literally loved me back to life.”

SNAPSHOT:

‘Into the Night’ tour

Homelessness and addiction are not nine-to-five issues. They affect real people 24 hours a day, but particularly at night.

On a chilly winter’s night this year, a group of 15 donors with a passionate interest in homelessness undertook a unique tour of inner Sydney. Our inaugural ‘Into the Night’ tour gave the group an opportunity to see the city through the eyes of Salvos on the frontline.

Bundled up against the cold, the group joined Salvos program director and economist Nigel Johnston on a bus to Sydney Congress Hall, one of The Salvation Army’s epicentres of support for people experiencing homelessness. As they travelled, Nigel set the scene with some startling facts, including that every \$1 spent addressing the problem of homelessness saves the economy \$7.

The economic costs, however, pale in significance to the human costs – and any doubt about this was removed when Nigel shared his experience as a resident of William Booth House, his journey to recovery, and the perspective it brought to his understanding of the issue.

During a communal supper with hundreds of people, the group then heard raw, gut-wrenching stories from three brave people currently in recovery from addiction.

In the chapel, they witnessed the strong community of men and women from all walks of life celebrating one man’s graduation from the addiction recovery program at William Booth House.

He described his journey as being “from hate to hope ... every day I debated if I should throw myself or one of the fellow residents off the roof of the building. But someone said to me, ‘Never leave before the miracle happens. The miracle is in the surrender’. So I stayed.

“Today I know two things: Firstly, there is a God. Secondly, it is not me.”

Others shared how their accomplished, enviable lives concealed addictions for decades, which gradually destroyed them from the inside out.

Major Bruce Harmer gave an insight into his outreach work on the city’s streets before the group travelled on to

Foster House, joining the resident men there for supper and conversation. Kristie Clifton gave an inspiring presentation, which included a Q&A session about men and homelessness. She explained the difference that facilities like the Foster House barbershop and gym make to the men who use them.

Lastly, at the Oasis Youth Centre, Bernadette Stephens shared a program overview as well as her compassionate, motherly love for kids “who have nowhere else to go”.

The evening concluded with donors sharing their reflections of what they had seen. Many were struck by the sobering realisation that “this could be myself, or my kids”.

The harsh realities so vividly portrayed by the diverse cross-section of people who shared their stories were undeniable, but beyond this was a potent sense of hope, gratitude and empowerment.

Several wrote in the next day, having had some time to think through all they had seen.

Responses included:

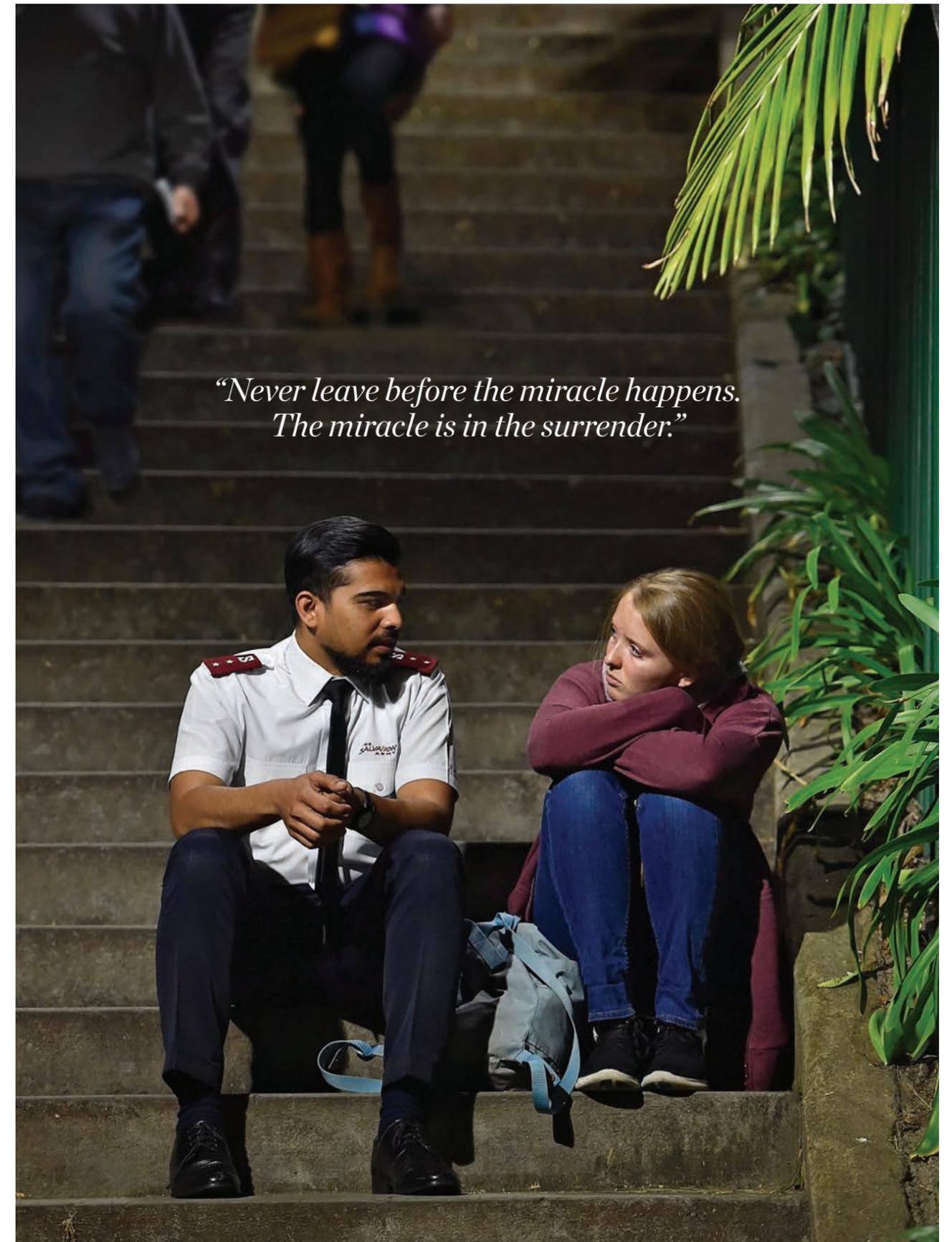
“The people we met were all remarkable. It’s exceedingly rare to encounter such unbridled enthusiasm and commitment. We just don’t see this on a day-to-day basis, but the Salvos are out there every day and night helping to try and get people back on track.”

“Thank you for the opportunity to appreciate some of the hardship and struggles that persist in our great city and to meet some of the amazing people that genuinely care and assist the fallen back up.”

“I must admit that I didn’t sleep very well last night in my comfy warm bed knowing that there is such a big gap that needs to be filled.”

“Salvos do what they do with an incredible and relentless love that sets you apart from all other organisations.”

“‘Into the Night’ was a powerful reminder of what we can achieve as a community, even on an issue as difficult and complex as homelessness.”



*“Never leave before the miracle happens.
The miracle is in the surrender.”*

RED SHIELD APPEAL:

Doorknock moves in step with the times

During the last weekend of May each year, Australians pull together for people in crisis, and hit the streets to raise funds to help those in need.

This year was no exception, with nearly **50,000 people** becoming Salvos for a day, doorknocking in neighbourhoods across the country for the Red Shield Appeal.

It's now over 50 years since The Salvation Army Doorknock began. The first small band of committed Salvationists could not have imagined the huge movement of families, individuals, corporate partners, community groups, schools and sporting clubs today joining with the Army to make a difference.

This year alone, this "Army of hope" raised over \$7.2 million to fund our national network of social services.

NEW WAYS WE CONNECT WITH A CHANGING SOCIETY

To keep pace with Australia's evolving lifestyles and spending habits, we continually adapt the Red Shield Appeal to society, while helping to meet the same pressing needs.

Perhaps the most popular part of the appeal is the Doorknock, an event that occurs on the last weekend in May each year. But with many Aussie families being more and more consumed with weekend sport and leisure commitments, not everyone is home when someone comes to their door.

That's why, in 2018, you were just as likely to meet our volunteers collecting outside of the footy, or out the front of Woolworths or Bunnings. Maybe you saw a friendly face collecting donations at the local shopping centre, or in some states donning hi-vis vests at busy intersections,

waiting for a red light to gather quick donations from people waiting in traffic.

Another challenge is that many people no longer carry cash. Innovations like Red Shield Appeal-themed "tap-and-go" machines at shopping centres and train stations mean people can donate with a simple tap of their credit card, making a huge difference.

In another innovation, volunteers can now use their mobile phones and SMS to record donations and issue receipts via email. This creates a handy digital record for our donors at tax time. It also means our hardworking volunteers don't have to fill out the receipts by hand.

THANK YOU FOR YOUR LOYAL SUPPORT

Whether it is the young child and their parent who doorknock their small cul-de-sac, the veteran collecting at the front of Woolworths, or the entrepreneur raising funds online through a digital doorknock, our volunteers are vital, not just for the money they raise, but also the time they generously donate and the voice for justice they become.

Without our volunteers, The Salvation Army simply wouldn't be able to provide the essential and transformative services that it does each week to thousands of people in crisis nationwide.

One thing is clear - the demand for our services will continue well after the Doorknock is over, because more and more people need our help.

That is why we are very grateful that so many caring Australians continue to support the work of The Salvation Army all year round and throughout their lives.

Tap-and-go machines have simplified the way people donate to The Salvation Army.



SEED PLANTED FOR A LIFE OF GENEROSITY

Riley, 11, is part of a caring new generation putting his best foot forward to help those less fortunate. For many like him, it will be the start of a beautiful lifelong relationship with the Salvos.

"I found out about the Doorknock from a volunteer who came to my school. I usually spend a lot of time playing computer games on the weekend, so I thought this would be a great way to get out and about and help others. I asked my mum if she'd do it with me. She said, 'Sure thing'. It was so exciting going

around and knocking on doors. Some people gave a little and some gave a lot - it all makes a difference. I love that The Salvation Army helps people who are homeless and living in poverty. I see myself doing the Doorknock again whenever I can. You get to meet lots of great people - and help others."



ARIA award-winning singer-songwriter Samantha Jade performed at the Sydney launch of The Red Shield Appeal.



The Melbourne launch of the Red Shield Appeal included a \$150,000 donation from the Victorian Government.

Business and community leaders turn out for the Red Shield Appeal

A NATION OPENS ITS HEART

From March through to May, some of Australia's most prominent and influential people gathered for what has become an annual highlight – the Red Shield Appeal Launch.

Over 6500 big-hearted movers and shakers attended almost 50 breakfasts and lunches held in cities and towns, from Townsville to Hobart and Perth to Sydney, signalling the start of our biggest fundraising and awareness campaign.

“It is in fact a sad reality that thousands of Australians will be skipping lunch because they simply cannot afford to eat three meals a day,” host and TV presenter Sonia Kruger told guests at the Sydney event. “But in people’s darkest moments, The Salvation Army is there to show love, care and practical support.”

For over 50 years, The Red Shield Appeal has mobilised supporters, businesses and communities to raise vital funds to run our network of programs and services, helping to make a transformative difference to the lives of Australians in crisis.

The launch events begin a three-month community fundraising campaign, giving some of Australia’s leading business people and philanthropists the chance to engage

their networks, leading the way in eliminating hardship and disadvantage.

At the Brisbane event, silence descended on the room as Melissa Berry shared her moving testimonial of depression, drug abuse, prison, violent relationships and, most importantly, hope and freedom.

Melissa told guests how she had arrived at Moonyah, our Recovery Services Centre in Brisbane, feeling completely broken.

“Rehab was not easy, and I was resistant, but The Salvation Army began to love me back to life,” she said. “I know I no longer fight alone. A whole Army fights with me.”

Kicking off the appeal in Melbourne with a \$150,000 donation from the Victorian Government, Housing Minister Martin Foley said, “Any one of us could be in circumstances where we could need the services of The Salvation Army.”

Our grateful thanks go to all the people with big hearts, great minds and deep pockets who are helping to shape a brighter future for disadvantaged Australians.

THANK YOU TO OUR SPONSORS AND PARTNERS

For our business sponsors and partners, the Red Shield Appeal launch events are an opportunity to stand in solidarity with local and national community leaders fighting for social justice – and use their brand power to help The Salvation Army achieve the greatest impact possible.

JLL Australia was Principal Sponsor of the launch events in Sydney, Canberra, Brisbane, Melbourne, Adelaide, Perth, Hobart, Cairns, and on the Gold Coast. These events would not have been possible without the support of JLL and our local business partners. Thank you!

WHAT THEY SAID

The influencer

Adam Goodes, former AFL player and 2014 Australian of the Year

“A lot still needs to be done, and to know that The Salvation Army is still out there providing services, hopefully this campaign will raise the awareness for people to give – and give generously.”

The frontline worker

Sonya Button, Manager of a Salvation Army Women’s Service

“After a child arrives frightened and clinging to their mum’s leg, it fills me with joy when they finally feel safe enough to smile and play. But without the funds raised through the Red Shield Appeal, this safe haven for women and their children just wouldn’t exist.”

The Salvo

Commissioner Floyd Tidd, National Commander

“For generations, the Red Shield Appeal has enjoyed the trust and generous support of Australians from all walks of life. This generosity underpins our work in communities across Australia and once again we affirm our commitment to serving the Australian community in 2018 and beyond.”

The leader

Paul de Jersey, Governor of Queensland and Red Shield Appeal patron

“In our state of droughts and flooding rains, it is immensely comforting to know that The Salvation Army is watchful and ready to respond to natural disasters.”

The advocate

Ian Darling, award-winning documentary filmmaker

“Homelessness is not about sleeping in a cardboard box for one night; it is about years of poverty, trauma, abuse and neglect. I want to live in a community where we can all give voice to the voiceless. We need people like the Salvos at the policy table – unafraid to speak their truth.”

“In deciding which organisations our family support, we consider the alignment of values and purpose, the ability to deliver on the goals or targets that have been clearly set out and the measurability and reporting back on progress during different phases. We feel the Salvos meet these goals on all levels and there is clear engagement on both sides. Our family is keen to have a meaningful and positive engagement with the projects that we sponsor and the Salvos, and our prime point of contact, enable this to occur in a very understated but genuine way. As a result of this increased depth of understanding on both sides, we have increased our level of support over time.”

*Peter Doherty & Jan Swinhoe
(The Doherty Swinhoe Family Foundation)*

Rising up after abuse

A SECOND CHANCE AT JOY





“I was absolutely petrified of leaving him. I was a long way from family.”



absolutely petrified of leaving him. I was a long way from family and hadn't told them much. I felt so ashamed and embarrassed,” says Ally.

Finally, Ally reached out and confessed to her mum what was going on. Together they went to the police and a domestic violence order was placed against Nick, preventing him from approaching Ally.

Ally was expecting her baby soon. Nick had maxed out her credit card and accumulated \$34,000 in debt through a car loan under Ally's name. She knew she could barely pay this debt and feed herself – let alone provide for a baby.

COMING OUT OF THE DARK

Ally had just had her baby and should have been enjoying lots of cuddles and bonding time with her newborn – but she was at breaking point and at serious risk of homelessness.

Just before Christmas, a counsellor suggested Ally call The Salvation Army for help paying the bills and keeping food in the fridge.

Ally had never accepted charity – and she was mortified.

“I literally had nothing, so I rang The Salvation Army and it was probably the most embarrassing thing I have ever done. I felt like I was literally begging,” she says.

But that phone call changed everything.

Ally was provided with food vouchers to cover much-needed groceries. She received a food hamper and some presents for her baby, which made Christmas something to look forward to.

But the biggest transformation occurred when Ally was invited to receive financial counselling through our Moneycare program.

Her financial counsellor looked carefully at her situation and provided support and options. He negotiated with her bank to waive the debt that Nick had burdened Ally with.

“I just burst into tears when my financial counsellor told me,” she says. “I was at my lowest point and couldn't see a way out. As someone who has always worked for things and been self-sufficient, to have my independence destroyed by Nick's debt was devastating.

“The Salvation Army's support has given me and my child the chance to rebuild our lives.”

The opportunity to start again, rebuilding self-worth, independence and a secure life was invaluable for Ally. Able to find her feet, Ally and her baby had the chance to recover from their ordeal and move forward, healed and free.

**This is a true story with some details changed to protect privacy.*

Ally* didn't recognise the first signs of domestic violence.

She was a happy, independent young woman before she fell under the control of a violent, possessive man.

“He was totally charming to start with. He said all the right things and did all the right things,” she says.

A SLOW DAWNING TERROR

Ally had a fulfilling career as a veterinary assistant and a stable life in the city. But the one thing missing was someone to love. Like many people, Ally turned to the internet to find romance – and soon met Nick. He was affectionate and charismatic.

Although Nick lived in a different city, their relationship progressed fast. They decided to

move in together. At Nick's insistence, Ally left behind everything she knew to relocate to his city.

For a while, things were good. But Nick began to change. He would often make sneaky, undermining criticisms of Ally. Soon after, Nick began using Ally's keycard to withdraw her money to spend. Often, he denied he had stolen from her.

Then, Nick became possessive and jealous. He wouldn't let Ally talk to her friends and even isolated her from her family. Finally, he began to physically and sexually abuse her. He would buy her gifts, tell her he loved her and promise to change – but he never did.

Terrified, and cut off from her support networks, Ally felt trapped. Then she discovered she was pregnant. This made Nick even more violent.

“He would threaten to hurt my baby. I was

Strategic philanthropy

GIVING PEOPLE A PLACE TO BELONG



Doug
Cory

Business leader/Philanthropist/
Founder of the Cory Charitable Foundation

Some of our donors know firsthand how it feels to face homelessness. Doug Cory is one man who rose out of childhood poverty – and he’s using bricks and mortar to help others do the same.

The Cory Charitable Foundation is a long-term supporter of The Salvation Army. Founder Doug Cory and his wife Joan recently donated \$5 million to build an affordable housing complex in Brisbane.

Describe your childhood?

I grew up in West End, a working-class suburb of Brisbane. With nine children to care for, my mother was only ever one step away from being homeless except for the kindness of many, including The Salvation Army. I can remember her saying if she ever won the lottery, The Salvation Army would be the first people she helped.

What were the biggest influences in your life?

Participating in a wide range of sports was important as I grew up. The success I experienced helped me understand the value of leadership, humility and mateship. But above all, the challenges of coming from a large, disadvantaged family gave me a social education that shaped my character and forged my values.

What led to your career choices and success?

At age 13, my schoolteacher arranged for me to leave school and take a job in a store selling animal skins and hide. I enjoyed it and learned a lot. Together with my wife Joan, I built a successful business in that industry. We later expanded into the meat industry and then cold storage. My success has come

by being prepared, doing our homework and remembering that profits are increased by reducing costs.

What led you to donate \$5 million to The Salvation Army?

As a kid, I always knew of and benefited from The Salvation Army. When I achieved business success, I was in a position to help and make a meaningful difference. For 24 years, we have made a yearly donation. I have seen firsthand some of the services we support and have been most impressed.

Tell us how the \$5 million will be spent?

It will fund a new affordable and social housing complex in north Brisbane, consisting of 30 dwellings. It will benefit individuals and families with children experiencing, or at risk of, homelessness. It will help a lot of people who are in need now and potentially many thousands more over the next 30 years.

Why would you encourage other philanthropists to donate to The Salvation Army?

An old friend of mine says, “If God gives you the ability to be successful in life, you should return the favour and give something back”. It is very satisfying to know you are helping to meet big needs in our society in some way. And you can’t take it with you, so it’s nice to see the difference your money makes while you are still here!

What is your advice for the next generation?

Find a job you like, work hard, set achievable goals and if you become successful, don’t forget those who need a hand-up.

“It is very satisfying to know you are helping to meet big needs in our society in some way.”

DOUG CORY



John and
Lorraine Bates

“Everyone deserves the chance to improve their life.”

Four decades ago, moved by the plight of disadvantaged and marginalised people, teacher Lorraine Bates and her accountant husband, John, embarked on a journey of generosity.

Inspired by the difference simple programs and genuine compassion could make, they began donating to support the local work of The Salvation Army, which Lorraine remembered from her childhood in the Melbourne suburb of Coburg.

John and Lorraine started hearing many stories of the positive impact their funding was having on people’s lives. Realising the stability and effectiveness that regular givers provide to charities, they signed up to contribute more regularly.

Seeing vulnerable people get the chance to turn their lives around has reinforced Lorraine’s belief that everyone deserves that chance. John still works as a chartered accountant, and with a sense of good stewardship, they decided to cap a lifetime of quiet, priceless giving with a bequest to The Salvation Army in their Will.

Lorraine describes the “great hope” she has of fragile people always having a place to turn to, where they can be cared for as they change, and of these invaluable support services being available for decades to come.

Thanks to John and Lorraine, and others like them, many people will be given the chance to recover, heal, and start anew.



Dale Alcock receiving his volunteer's award.



Rural chaplains visiting farmers in outback Queensland.



The Waterhole community centre in Alice Springs.



Candle-bag packers for Carols In The Domain.

From vulnerability to victory

ERASING THE EFFECTS OF THE PAST

THE TRAGEDY OF TRAUMA

Up to 80 per cent of people in homeless and rehabilitation services may have been traumatised.



The ACE (Adverse Childhood Experience) study, conducted over two years with 17,000 respondents, showed that the more ACEs a person had (such as physical or emotional neglect, sexual abuse, witnessing violence against a parent, or mental illness in a family member), the greater their risk.

- Someone with four ACEs had twice the risk of heart disease and cancer. Someone with five ACEs had an eight times greater chance of becoming an alcoholic.
- And people with six or more ACEs died an average of 20 years earlier.

Treating child trauma can:

- halve depression
- reduce alcoholism by 66 per cent, and suicide, IV drug use and domestic violence by 75 per cent
- improve workplace performance, and
- reduce incarceration.

Children are very vulnerable. Traumatic events during childhood and adolescence can cause profound and lasting changes to brain function, leading to poor outcomes as adults. Reversing those changes isn't easy, but our world's-best-practice methodology is helping people regain lives they'd thought were lost forever.

A HOLISTIC APPROACH TO HEALING

Did you know that early trauma is not confined to those who grew up in war-torn countries? Childhood trauma includes abuse of any type, family violence, substance abuse, incarceration and divorce. It is disturbingly common. To give our clients the best possible chance of building healthy, abundant, resilient lives, all our frontline staff are trained in trauma-informed care, a perspective that asks not, "What's wrong with you?" but instead, "What happened to you?".

LIVES TRANSFORMED

The trauma of war doesn't dissolve overnight. Or on its own. But with hard work and a whole lot of help, vulnerable South Sudanese young people are learning to live again thanks to services you've funded in Victoria: English classes, music, sport, study help and counselling have become these kids' foundations for the future. And it's not just Victoria that benefits – similarly empowering work takes place across Australia.

Spotlight on selected services and activities

2017 HIGHLIGHTS

Today, the need for our services is more pressing than ever. 95 per cent of people who access our emergency relief programs live under the poverty line, and children's deprivation has increased by 13 per cent in the last year.

But with your support we are empowering the vulnerable, here and overseas, to prosper financially, socially and spiritually.

BUILDING BETTER FUTURES

This year, The Salvation Army "Others" volunteer award went to a man who's been helping others through us for decades. Builder Dale Alcock and his team have given \$1.3 million as well as 6000 hours of in-kind support, helping create rehab facilities, homeless shelters and a community garden.

PRICELESS PEACE OF MIND

Being safe from violence is a basic human right. For victims of family violence, moving to a refuge might deliver safety, but at the cost of everything else. By upgrading the security systems of their family homes, our Safer2 program kept perpetrators out, giving 670 women and 951 children the peace of mind to sleep safe in their beds.

THE WATERHOLE - A PLACE OF POSSIBILITY

We all need somewhere to belong. For a lot of Alice Springs locals, The Waterhole is just that – a haven from blazing heat and bitter cold where members can get a meal, shower, wash their clothes, meet their friends, watch a movie... then, as many do, become a volunteer to pay it forward.

POWER TO THE PEOPLE

Clean water, improving children's education and sustainable job opportunities for women transform destinies in the developing world. Our Self Denial Appeal raised over \$3.5 million to empower communities in Indonesia, Georgia, Haiti and Tanzania.

RURAL CHAPLAINS

Australia's rural and remote communities, already in decline and suffering the effects of a devastating drought, often lack traditional counselling and support services. So the pastoral care, practical assistance and new perspective brought by our rural chaplains – often the only community workers some residents see – is life-changing, and in some cases, life saving.

TOOLS FOR LIFE

The catch-22 of youth unemployment is that employers want experience but are unwilling to provide it. Our eight-week Tools for the Trade program gives at-risk youth hands-on experience in a variety of trades, experience that gives them the skills and confidence to move away from vulnerability and closer to secure employment.

SHINING THE LIGHT

One of the most popular fixtures on the volunteering calendar is packing our candle bags for Sydney's Carols in the Domain. Last year, the 8500 bags raised \$140,000 for youth homelessness. Since it costs just \$40 to provide a safe bed and meals for the day, that's a lot of homeless youth who'll be free from danger as they learn to rebuild their lives.

Corporate partnership

THE GIVE REGISTRY, MYER

In 2017, Myer's fantastic team and customers helped hundreds of women establish safe and violence-free home environments for themselves and their children.

When Jessie* came to one of our women's refuges for help, she had been living in a domestic violence situation for more than nine years. A stay-at-home mum of three girls aged 9, 11 and 18, her husband was a corporate worker who physically and emotionally abused and financially controlled her – basically keeping her locked up in their home.

Jessie arrived with just one small bag of possessions and she had no access to money – a very common scenario for women escaping family violence.

To provide practical support for women like Jessie, The Salvation Army joined forces with the Myer department store chain to create a gift registry with a difference. Called The Myer Give Registry, it lets people fleeing domestic violence choose items that will help them to make a new start in life.

The Myer Give Registry list was put together by women telling us what they would require to help set up a new home. Items include kitchenware, electrical appliances, bed linen, pillows, cushions and children's clothing.

Myer customers can choose from this list, purchasing an item they would like to donate. Myer then matches the value of the customer donation, so the original gift is doubled.

More than 6000 customers have participated in The Myer Give Registry, either purchasing an item or making a cash donation. In the 2017 financial year, Myer raised \$323,260 in cash and products. These purchased goods were then shipped to state distribution points before going to the Salvos, and then on to women and their children escaping family violence in our refuges.

As one recipient put it: "These items to me represent 'hope'. Having nothing to start with is quite overwhelming, especially having to start over again. Being a recipient of such generosity has given me encouragement in this next step."

OTHER WAYS MYER IS BUILDING STRONG COMMUNITIES

Since 1993, the Myer team across Australia has generously supported the most disadvantaged and marginalised members of our community. By raising awareness and millions of dollars to fund the work of The Salvation Army, Myer is helping repair the fabric of our society.

COMMUNITY FUND

Every year, Myer invites us to apply for a grant to support domestic violence victims. Through its charity arm, the Myer Community Fund, the retailer recently agreed to support our Safer In The Home program for two years; helping provide deadlocks, sensor lights and other security upgrades to make the homes of at-risk women much more secure.

SPIRIT OF CHRISTMAS CD

2018 marks the 25th edition of Myer's annual Spirit of Christmas charity CD, which has raised an amazing \$8 million for The Salvation Army's programs. The warm-spirited music project was a creative way for Myer to continue a tradition of philanthropy, while providing something sentimental and festive for people to enjoy at Christmas.

KIDS DAY OUT

Every Christmas, Myer also brings smiles and joy to disadvantaged children and their families by inviting them to a very special Christmas celebration in the Mural Hall – located within its flagship Melbourne store. The Salvation Army gets to nominate deserving children to attend.

THE DIFFERENCE MYER MAKES

When Jessie arrived at the women's refuge, she was provided with clothing from The Myer Give Registry. She was so happy she took them straight to her room to change into immediately. Soon after, Community Housing offered Jessie a two-bedroom unit near her children's schools. While she was excited to take up the offer, Jessie was worried by the fact she had no way of setting up a new home. When her case manager explained how The Myer Give Registry could

help, Jessie burst into tears. Thanks to the support of Myer staff and customers, she received a microwave, bedding for her and her daughters, kitchen items – both electrical and utensils – as well as other essential items. After nine years of pain, Jessie now has a secure home and a new job – finally she can provide her children with a safe place to live and focus on being a mum.

**Name changed to protect her identity*



Up close and personal with two leaders

AN AMBITION TO CARE

Two of Australia's corporate leaders share why helping others is one of the best parts of their lives.



Judy Brinsmead

Chair and owner of ADCO, a leading national construction company and long-time supporter of The Salvation Army.

What was your childhood like?

I had a fortunate childhood. I was born and raised on a farm in Northern NSW. From an early age I was mustering, picking and packing fruit, and assisting with farm chores. In addition to my three siblings and I, my parents fostered 10 children over the years. I had to share their attention, but it was a blessing to be part of a large, loving family. We also travelled the world, which opened my eyes to people and cultures.

What is your philosophy of giving back?

The importance of giving was modelled by my parents and wider family. Sharing and caring doesn't always come easily to a child, but my siblings and I began to view it as essential. I am very committed to helping others; not just financially, but also by sharing my time, knowledge and moral support. I have a special interest in helping young people. I have passed the spirit of giving to my adult son.

What was your professional path?

I studied law at the University of Queensland. I enjoyed the cut-and-thrust of litigation and became one of the youngest female partners at a top-tier law firm in Australia. Around 1990, I moved into the construction industry and since then have helped grow ADCO into one of the top 50 private companies in Australia.

Why and how has ADCO supported The Salvation Army?

As a national company, it's important our team members participate in their communities. The Salvation Army has a national and international reach that fits with our outlook. It helps that our staff have the option to support The Salvation Army in a variety of ways, from volunteering for the Red Shield Appeal, to refitting hospice rooms, to making a financial donation. We are also pleased that Salvation Army resources go to where they are most needed. These factors are why ADCO will continue to support The Salvation Army.



Karen Loblay AM

Managing Director/Philanthropist/
Founder of Matana Foundation for Young People

Matana Foundation is a long-term supporter of The Salvation Army's Oasis Youth Support Network and has also donated a property to provide a haven for homeless young people.

Tell us about your childhood.

My father spent time in a Russian labour camp and my mother was interned in a concentration camp during World War Two. In 1947, they migrated to Australia from Europe and I was born four years later. I had a very fortunate upbringing. My earliest memories are of their generosity, helping their friends and family to migrate to Australia and settle in.

What sparked your passion for social justice?

I was very good friends with a girl from a poor family. Her parents worked hard and yet had very little. My family was doing well, and my parents regularly travelled the world. That triggered a lot of questions.

What influenced your career choices – and how did you end up where you are today?

I worked as an architect for 10 years. Then I found myself as a single mum and joined the family property investment business – however, I will admit I wasn't overly inspired at first!

You are now an enthusiastic and successful managing director of the family business. What ignited this new passion for the work?

In 2003, I founded Matana, a philanthropic foundation, as a way to give young people another chance at meaningful, productive lives. Matana means 'gift' in Hebrew. Today, the foundation inspires me to succeed in business, so that we can use those results to help as many disadvantaged young people as possible.

What is your relationship with The Salvation Army?

Growing up, I saw that the Salvos were always there, doing what needed to be done. Before I started Matana Foundation, we bought a property where homeless kids could stay. The house parents were Paul and Robbin Moulds (now Salvation Army officers Majors Paul and Robbin Moulds AM). Years later, we needed new management and went looking for Paul and Robbin again. By then they were part of The Salvation Army and running the Oasis Youth Support Network. We've been Oasis supporters and partners ever since.

Do you think your family will continue the foundation into the future?

Yes, my first two Matana board members were my father and my son – my father so he could see what I was doing with my inheritance and my son so that he would know what I was doing with his! My niece and daughter-in-law are also on the board.

What gets you up each day?

The understanding that young people are the future. When you help a young person, you are potentially helping many more people, because these kids go back to their families and communities and become role models.

“Young people are the future and I felt wherever possible more young people should be given a range of opportunities.”

Samara House: built for miracles

GIFTS IN WILLS

A gift in your will is one of the best ways you can leave a legacy and give hope where it's needed most – just like Mary* did.

When Mary decided to leave The Salvation Army a gift in her Will, it answered countless prayers and solved a hidden crisis in one Sydney community.

This remarkable story of one woman's generosity bringing hope to many began two years ago, when Sutherland Shire Salvation Army leader Mark Soper arrived at his church on the outskirts of southern Sydney to find a woman sleeping in her car.

When she got out, it was clear she had been beaten. She had a swollen lip, a black eye and scratches on her arm and body.

Mark and several corps members worked with the woman to find emergency accommodation. They called hotlines and different services but there was nothing available in the Sutherland Shire, where the woman had support networks.

"When I went to bed that night, I said to myself, 'we have to do more.'" recalls Mark.

A week later, two more women and their families who had been impacted by domestic violence came to his church for help.

Mark began researching the issue and discovered there were more than 50 local families on a waiting list for emergency

accommodation services. It was clear there was a huge need for those affected by domestic violence in his community.

Mark and the church prayed for a house in the Sutherland Shire, but unfortunately there was no money available to fund an accommodation service in the area.

One year later, their prayers were answered. Salvation Army leadership told Mark that bequests had been received that could be allocated to the project. One of these bequests was from big-hearted Mary.

Mark and his team were able to purchase and fit out a house to accommodate two families in crisis at a time.

The team is now working with a local domestic violence support agency to ensure desperately needed medium-term housing is provided for women and children in need. The house is called Samara House, which means "protected by God".

"The best part is seeing lives changed," Mark says, "seeing a lady and her child start living in the house and gradually start to settle in the area and become part of our community programs. She's starting to feel like she has somewhere safe to live and a place to belong."

**Name has been changed*

"The best part is seeing *lives changed* ... She's starting to feel like she has somewhere safe to live and a *place to belong*."

MARK SOPER, SUTHERLAND SHIRE SALVATION ARMY LEADER

HOW TO LEAVE A GIFT TO THE SALVATION ARMY

Many of our generous bequestors tell us that The Salvation Army has played a significant role in their lives and they want this relationship to continue well into the future. By leaving a legacy, they can still contribute to the causes they hold most dear.

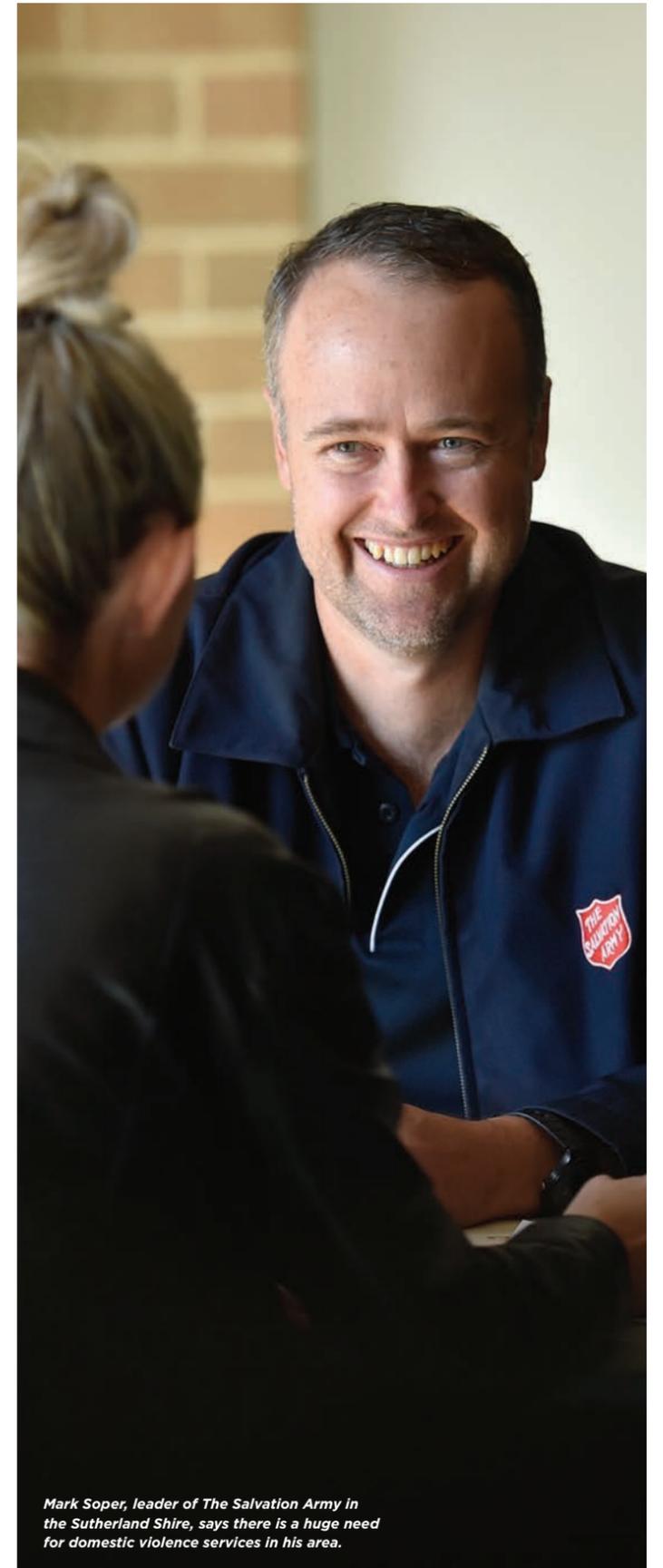
Some give because they or a loved one has been supported at a critical point in life and they want to pay it forward, others because they feel privileged and want to help those who have less. Many want to help just because they can. What all our bequestors share is the determination to write a meaningful life story.

A gift in your Will ensures your impact lives on, giving hope where it's needed most.

- If you have already included a gift in your Will to The Salvation Army, please let us know. We would love the opportunity to say thank you.
- If you don't yet have a Will, we offer a community service in which generous local solicitors prepare simple Wills in return for a donation to The Salvation Army.
- If you already have a Will, and now wish to include The Salvation Army, you can simply provide your solicitor with a codicil that outlines the changes.
- Please call us if you would like to receive a free copy of The Salvation Army Wills Booklet to guide you through the process of preparing the gift of a lifetime.

Did you know you can leave a residual gift? After taking care of your loved ones, you can donate the remainder of your estate to The Salvation Army. You can either specify the size of your gift or choose to give a percentage of your estate. This allows for inflation and, as the value of your assets changes, so does your legacy.

While The Salvation Army cannot offer you legal advice, a Wills and Bequests representative can confidentially discuss your legacy options with you. Simply call **1800 337 082** or visit salvos.org.au/wills.



Mark Soper, leader of The Salvation Army in the Sutherland Shire, says there is a huge need for domestic violence services in his area.

"I wholeheartedly support The Salvation Army helping the disadvantaged and needy in the Australian community to overcome their adversity and live a good life. The big-heartedness and unbounded empathy of the Salvos at the coalface in dealing with clients and their problems never ceases to amaze me."

*Michael Burgess
(Key donor)*



It could
happen to
anyone

ASKED FOR HELP, THEN FOUND HOPE

“I felt increasingly trapped, like there was no way out, and at 18 I tried to end my life.”



SO MUCH POTENTIAL - AND SO MUCH PAIN

As a sensitive, thoughtful teenager, Emily had big dreams of becoming a successful writer.

But she could not remember a time when she had felt happy. Severe depression, anxiety and low self-esteem had always held her back.

Emily told herself that having a supportive family, plenty of opportunities and a good education meant she had no right to be depressed.

Then, in her mid-teens, Emily discovered alcohol. She found it numbed her pain, blocked her negative thinking and gave her fleeting moments of peace and happiness.

She began to binge-drink often - and for a time it seemed to help. But soon, Emily realised alcohol was making things worse - much worse.

“I felt increasingly trapped, like there was no way out, and at 18 I tried to end my life,” she says.

Emily survived but her journey of self-destruction continued.

After school, she took a gap year to work and travel overseas. But no matter how many beautiful places she saw and interesting people she met, the darkness followed.

By the time Emily had returned from overseas to begin her university degree in communications, the full-blown addiction took over her life.

There was no way she could manage her study to become a writer and she dropped out of university.

It wasn't until Emily was 23 that a new door opened - with hope on the other side.

A WEIGHT IS LIFTED

Emily attended an addiction support group and had a sponsor there, “an angel”, who she trusted and respected deeply, and who had also overcome addiction.

Emily's sponsor told her about an innovative recovery program on the NSW Central Coast run by The Salvation Army.

The peaceful, rural setting is Australia's largest drug, alcohol and gambling residential recovery facility, helping 450 people each year to retake control of their lives.

She could finally receive the practical, emotional and spiritual support to face - and overcome - her addiction and mental health issues.

The program wasn't easy, but Emily was determined to have an open mind and accept herself more. She realised she had never done that before - and it changed her whole way of thinking.

“I entered the recovery centre desperate for change,” she says. “I finally realised I needed help and I couldn't do this on my own. A program like this was what I needed, as it gave me a supportive community. It's quite likely that I owe my life to The Salvation Army and the support I received.”

Emily graduated and has now been free from addiction for three years. She found a faith in God that continues to sustain her every day.

She has worked in childcare for four years and found it rewarding to help and guide the next generation. She plans to start a Bachelor of Education (early childhood and primary) at the end of the year.

Late last year, Emily took part in The Salvation Army's 10-day *Trek for Hope* through Sri Lanka to help raise funds for our support services.



On the trek she climbed one of Sri Lanka's most dramatic mountains, Adam's Peak. Hiking past the cliffs and waterfalls, she looked out over the beautiful panorama of clouds and mountains unfolding around her. Reflecting on the difference between her gap year and the trip she was on made her heart overflow with joy.

“That moment, I realised that now I live with hope: something I've never known before,” Emily smiles.

JOIN US AND TREK FOR HOPE IN 2019

You and your family, friends, business or organisation are invited to join us on our Kokoda Trek in September 2019. Test your endurance, improve your fitness and raise vital funds to transform lives.

For more information:

 salvos.org.au/adventure

 02 9466 3107

 adventure@ae.salvationarmy.org

The money you raise will allow The Salvation Army to help disadvantaged Australians each year, including people who are hungry, homeless, abandoned or abused.



Australia Territory Board: (from left) Colonel Mark Campbell, Richard Grellman, Captain Richard Parker, Commissioner Tracey Tidd, Desley Hargreaves, Colonel Geanette Seymour, Adrian Appo, Lieutenant Lydia Hong, Commissioner Floyd Tidd.

Governance

On 1 March 2016, The Salvation Army announced that its Australia Southern and Australia Eastern territories would merge, coming into effect on 1 January 2019. As part of this restructure The Salvation Army adopted a national board and cabinet on 1 August 2018.

BOARD MEMBERS

The newly-formed Australia Territory Board comprises 11 members with diverse skills, expertise and experience relevant to their governance roles.

As at August 2018 they were: Commissioner Floyd Tidd (Chair), Colonel Geanette Seymour (Alternate Chair), Mr Richard Grellman AM (Independent Lead), Commissioner Tracey Tidd, Colonel Mark Campbell, Captain Richard Parker, Lieutenant Lydia Hong, Mr Adrian Appo OAM, Ms Desley Hargreaves PSM and Greg Couttas (Audit and Risk Committee Chair). A final member is awaiting confirmation and appointment.

THE ROLE OF THE BOARD

The board's role is to provide governance oversight to the Australia Territory in accordance with Australian law, all requirements under International Headquarters Orders and Regulations and the Governance Principles (Theology, Mission, Integrity and Compliance). It is responsible for strategically positioning the territory so that it has a sustainable, major influence on Australian society. The board also provides advice and assistance to the trustees.

NATIONAL CABINET

The purpose of the cabinet is to improve the depth and breadth of the spiritual life of The Salvation Army in Australia. It is responsible for guiding the movement so that it operates in accordance with its mission to "Share the

love of Jesus by caring for people, creating faith pathways, building healthy communities and working for justice".

COMMITTEES

AUDIT AND RISK COMMITTEE

The purpose of this committee is to ensure the integrity of the financial statements, risk management framework and the system of internal controls, such that these align with The Salvation Army values and meet its legislative and regulatory obligations.

NOMINATIONS COMMITTEE

The responsibility of this committee is to fairly and objectively identify and nominate suitably qualified candidates for appointment to the board.

PROFESSIONAL STANDARDS COMMITTEE

This committee has been set up to define and promote, within The Salvation Army, a world's best practice response to allegations of abuse and ensure The Salvation Army is actively enhancing child safety within the Australian community.

QUALITY AND SAFETY COMMITTEE

This committee's role is to define and promote a culture of continuous quality improvement and consumer safety that aligns with Salvation Army values and meets legislative and regulatory obligations.

EXECUTIVE MISSION COUNCIL

The council is responsible for managing the implementation and delivery of board-approved strategies, compliance with board-approved policies and providing advice and assistance to the trustees to enable The Salvation Army to achieve its mission.

NUMBERS THAT COUNT

Our most essential measurement is the impact of our work, yet the numbers also matter, telling a story of their own. In the 2016-2017 financial year:



Over **195,000** people were assisted in a significant way by The Salvation Army in Australia



Over **36,000** people were assisted by homelessness services, by way of case management support



109,291 families were assisted by Emergency Relief Services



14,351 people were supported by financial counsellors (Moneycare), with over 70,000 financial counselling sessions



Over **27,000** significant contacts were made by chaplains



Employment Plus made **48,706** contacts with job seekers



Over **3000** people were supported by aged care services

“The one who is gracious to the poor lends to the Lord, and the Lord will repay him for his good deed.”

Proverbs 19:17 (NET)

Boards

OUR GOVERNING BOARDS

Before the formation of our current national board, The Salvation Army had two territorial boards. Each of our board members generously gives their time and expertise to strategically further the work of The Salvation Army. We extend our gratitude to our board members, past and current, and would like to thank each one of them for their partnership with us.

Our media advisory board is central to the community’s perception of our work and thus our impact on the lives of Australia’s most marginalised. We are deeply grateful.

OUR VOLUNTEER COMMITTEES, BOARDS AND COUNCILS

The fundraising, advocacy and advice of everyone involved in our many voluntary committees around the country, such as The Appeal and Fund Development Committee, chaired by Frank O’Halloran AM in Sydney, underpins our ability to continue our mission. We would like to acknowledge every person who has contributed to our work – on behalf of those our work supports, we thank them all.

CURRENT AUSTRALIA TERRITORY BOARD

- Commissioner Floyd Tidd (CHAIR)
- Colonel Geanette Seymour (ALTERNATE CHAIR)
- Mr Richard Grellman AM (INDEPENDENT LEAD)
- Commissioner Tracey Tidd
- Colonel Mark Campbell
- Captain Richard Parker
- Lieutenant Lydia Hong
- Mr Adrian Appo OAM
- Ms Desley Hargreaves PSM
- Greg Couttas (AUDIT AND RISK COMMITTEE CHAIR)

MEDIA ADVISORY BOARD

- | | |
|----------------|---------------------|
| Ana Bacic | Tim McDonald |
| Shaun Branagan | Lauren Miller |
| Alex Gottshall | John Webster |
| Steve James | Richard White-Smith |
-

Key donors

Thank you so much to every individual, family, company, organisation, community group, charitable trust and foundation that has helped us meet great human need this year in the Australian community. So many suffering people have experienced the transformation and new hope that has been made possible by your kindness and generosity.

We would also like to acknowledge and give thanks to all those donors who have given anonymously. We can't honour you with a mention here, but we do extend our heartfelt thanks for your contribution and its impact.

INDIVIDUALS AND FAMILIES

Gaetano Boncardo	The McKay Family
Michael Burgess	John McMurtrie
Stephen & Jenny Cook	Harold Mitchell
Tim Fairfax AC & Gina Fairfax	Paul & Heather Musgrave
The Graemers Family	Kerr Neilson
Michael & Deborah Hayward	Frank & Rosie O'Halloran
Geoffrey & Meg Kimpton	Peter & Sue Pickles
Mr & Mrs Kwok	Andrew & Deirdre Plummer
John & Betty Laidlaw	Lina Shlager
Jillian Lees	Dr Amanda Stafford
George & Joan Lefroy	David & Elisabeth Stanton
Mrs Barbara Maidment	Mark Westbrook
Roger Massy-Greene & Belinda Hutchinson AM	The Wheeler Family

COMPANIES AND ORGANISATIONS

ADCO Constructions Pty Ltd	McConnell Dowell Corporation
Adelaide Hatters	Moray & Agnew Lawyers
The Alcock Family Foundation	Myer Community Fund
Aurizon	New South Wales Government
Built Environs	Philip Usher Constructions
Carols In The Domain - Candle Bags	Project Futures
Cash Converters Pty Ltd	Queensland Government
Coca-Cola South Pacific Pty Ltd	Real Estate Institute of Western Australia
Construction Siteworks Pty Ltd	Ritchies Stores Pty Ltd
CSR Limited	RSL Queensland
Drakes Supermarkets	Sentinel Property Group
Electel Resources Pty Ltd	Steadfast Group
EVENT Hospitality & Entertainment	Tasmanian Government
HopgoodGanim Lawyers	Technology One Ltd
JLL	Victorian Government
Kmart	Western Australian Government
Lacetree Pty Ltd	Westpac Banking Corporation
Lancini Property and Development	The Wests Group Australia
Macquarie Group Foundation	Woolworths Limited

Key donors

CHARITABLE TRUSTS AND FOUNDATIONS

The A N Carmichael Memorial Fund,
managed by Equity Trustees

Brazil Family Foundation

Campbell Edwards Trust

The Children's Help Foundation

Collier Charitable Foundation

The Cory Charitable Foundation

Coull Foundation

Dalara Foundation

The Doherty Swinhoe Family Foundation

The Donald & Joan Wilson Foundation

Ebert Family Charitable Fund

Evolhope Pty Ltd

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Mather Foundation

Mellow Yellow Products Trust

The Orloff Family Charitable Trust

Perpetual Foundation – The Gloria McKerrow Endowment

Perpetual Trustees ATF The Cassidy Bequest Endowment

Perpetual Trustees ATF The Russell Endowment

The Profield Foundation

Property Industry Foundation Sydney

Queensland Community Foundation

RACQ Foundation

Rae Burnett Farmer Collins Bequest,
managed by Equity Trustees

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Scobie & Claire Mackinnon Foundation

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Stan and Maureen Duke Foundation

The Stan Perron Charitable Trust

The Stuart Leslie Foundation

The Sun Foundation

The Sylvia & Charles Viertel Charitable Foundation

The Theodore & Isabella Wearne Charitable Trust

William Angliss (Victoria) Charitable Fund

The William Buckland Foundation

Wood Family Foundation

Continuing your support

The impact of your generosity is helping to shape the future for all Australians. Whether you choose to support a specific area of our work, make regular donations or give major gifts, your support is vital and we cannot thank you enough.

CORPORATE PARTNERSHIPS

To find out how your business or organisation can partner with The Salvation Army contact us by phone or email.

MAJOR GIFTS, CHARITABLE TRUSTS AND FOUNDATIONS

Whether you are interested in strategic philanthropy, have a charitable trust, foundation, or Private Ancillary Fund, or you would simply like to arrange a visit to any of our programs, your relationship manager will be delighted to help.

WILLS AND BEQUESTS

Change lives with a gift to The Salvation Army in your Will. Your bequest will provide lasting hope for future generations.

BECOME A COMMUNITY FUNDRAISER

Whether you want to participate in the Red Shield Doorknock or hold a DIY fundraising event, your contribution to The Salvation Army will give hope where it's needed most.

RUN, RIDE OR TREK

You and your family, friends, business or organisation are invited to join us on the adventure of a lifetime. Test your endurance, improve your fitness and raise vital funds to transform lives.

For more information, contact us by phone or email.

INTERNATIONAL DEVELOPMENT

Active in over 130 countries, The Salvation Army is empowering communities globally to overcome poverty. Your gift can change lives around the world. For more information, visit salvos.org.au/said or contact us by phone or email.

ONLINE AND REGULAR GIVING

To make a one-off donation or register for regular giving as a Salvos Freedom Partner visit salvos.org.au/donate

VOLUNTEERING

The Salvation Army couldn't provide the services it does without our dedicated volunteers. Please contact us to discuss which of our many volunteering options would suit you best.

CONTACT DETAILS

The Salvation Army in Australia is transitioning to a system of national administration. This means that while some parts of our organisation are still operating in a state-based structure, others are national.

International development has one national contact:

 **02 9466 3105**

 **aun.internationaldevelopment@aus.salvationarmy.org**

For corporate partnerships, major gifts, Wills and Bequests, community fundraising and run, ride or trek, we have one national number:

 **1300 613 700**

Email enquiries for those categories of giving are still state-based, so if you live in NSW, Queensland or the ACT, please email:

 **impact.report@ae.salvationarmy.org**

If you live in Victoria, South Australia, Western Australia, Tasmania or the Northern Territory, please email:

 **impact.report@aus.salvationarmy.org**

Thank you for your patience while we transition to our new national system.

“Let us hold tightly without wavering to the hope we affirm, for God can be trusted to keep his promise. Let us think of ways to motivate one another to acts of love and good works.”

Hebrews 10:23-24 (NLT)



The Salvation Army Australia Impact Report 2018: From seed to impact, our shared journey in gratitude

Produced by The Salvation Army Australia

For more information regarding The Salvation Army and its services, visit: salvationarmy.org.au

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