



Financial Inclusion Action Plan





FINANCIAL INCLUSION ACTION PLAN

*Message from Commissioner Floyd Tidd,
National Commander, The Salvation Army Australia*



The Salvation Army welcomes the opportunity to join the national Financial Inclusion Action Plan Program and, with other community organisations and businesses, work to strengthen financial resilience and promote financial inclusion across Australian society.

The Salvation Army is one of Australia's largest providers of social services and programs and is committed to serving the most marginalised and excluded individuals in our society. For more than 130 years, The Salvation Army has sought to serve the Australian community in ways that are consistent with our foundational values of integrity, compassion, respect, diversity and collaboration. We are supported in our mission by many thousands of employees and volunteers, who are committed to social justice and the protection of the rights of disadvantaged and marginalised Australians.

As an organisation that works at the frontline, The Salvation Army is keenly aware of the debilitating impact of entrenched poverty and situational disadvantage. We constantly see the effects of financial hardship and financial exclusion, which can be long lasting and have impacts on many generations of Australians.

We can see the impact of financial exclusion throughout our services, but particularly in our community services "Doorways" and "Moneycare". Through these and other services, we strive to ensure that all have the capability, resources and opportunity to manage

their own financial situation and to access and utilise financial services and products in a manner that allows them to maximise their own wellbeing, be independent and resilient to any future financial shocks. Financial inclusion ensures that people have the capacity to engage fully in the social and economic life of their communities.

The Salvation Army will continue to work with vulnerable and disadvantaged community members and serve them on a daily basis. As a consequence, we commit ourselves to actions to promote financial inclusion and financial resilience that effectively and compassionately support marginalised and disadvantaged Australians to fully engage in society.

We acknowledge the foundational work of Good Shepherd Microfinance and the FIAP Partnership Group, and the opportunity to join with other Australian community organisations and businesses to implement our Financial Inclusion Action Plan.

Commissioner Floyd Tidd
National Commander
The Salvation Army Australia



FIAP ACTION AREA 1: Products and Services

TSA COMMITMENT STATEMENT: Our mission is to be there when people need us most. We will ensure that the services we provide, including financially related services (e.g. emergency relief, disaster relief, financial counselling/capability and microfinance), are readily accessible and understood, delivered with empathy and dignity and go to building financial capability and resilience. Our goal is that people have the capability to effectively mitigate negative financial impacts and make better choices on financial matters in their lives.

STAKEHOLDER GROUP	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOME	RESPONSIBILITY	TIMEFRAME
Community members (see p7 for definitions)	Provide financial inclusion focused services (e.g. emergency relief, financial counselling/capability and microfinance casework services) that are relational, strengths based and holistic so as to achieve behavioural change that results in financial resilience.	Training (initial and ongoing), procedures and culture focused on these matters.	Services delivered are most likely to result in community members being financially capable and resilient	Community Services	Ongoing
Community members	Provide emergency relief services with a focus on financial capability building by moving people into case work and reducing dependence on emergency relief i.e. providing skills and knowledge (a hand up, not a hand out)	Training (initial and ongoing), procedures and culture focused on these matters.	Services delivered are most likely to result in community members being financially capable and resilient, measure via outcomes measurement process.	Community Services	By March 2019
Community members	Conduct annual Economic and Social Impact Survey (ESIS) and investigate Moneycare SAMIS database to better understand community needs and priority areas	ESIS research conducted nationally and at scale, Moneycare research conducted leading up to annual Moneycare Day	Community member needs and priorities better understood, better targeting and delivery of services	Community Services, Research	Annually in May (ESIS) and October (Moneycare)
Community members	Develop better digital financial information services to ensure that they are readily accessible and user friendly so that people can take their own early intervention action	Initial contact portal developed for financial counselling and capability services, including self help tools	Initial contact and early intervention occurs through use of portal, community members assisted more effectively	Community Services, Communications	By July 2019
Volunteers, employees, Officers and Corps members	Provide discrete (confidential) services to internal people in need	Systems and communications plan put in place to provide for ready and confidential internal access to financial inclusion services	People, internally, increase financial capability and resilience, well being improved and people are more likely to fulfil organisational mission	Community Services, Human Relations, Personnel	By July 2019
Volunteers, employees, Officers	Provide retirement planning education and information with a focus on women in early career stages	Enter into collaborative arrangement with a female retirement specialist and offer services to women over 40	Women internally better positioned for retirement and financially resilient	Community Services, Human Relations, Personnel	By July 2019

FIAP ACTION AREA 2: Capability, Attitudes and Behaviour

TSA COMMITMENT STATEMENT: Our mission is to invest ourselves in relationships that promote mutual flourishing. We will strive to not only assist people to move from financial hardship to stability and financial independence but to build a relationship with them that will allow them to enliven flourishing for themselves. We seek to connect with people and deliver our services in an authentic relational manner. We know that provision of information is insufficient and seek behavioural change in a respectful manner.

STAKEHOLDER GROUP	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOME	RESPONSIBILITY	TIMEFRAME
Community members (see p7 for definitions)	Deliver "You're The Boss" (YTB) financial literacy/capability training to build financial capability, attitudes and behaviours	Train facilitators nationally in YTB program and approach, develop YTB program, provide supports for YTB facilitators, deliver training	Behavioral change occurs, community members more financially capable and resilient	Community Services	Ongoing
Community members	First contact points equipped to recognise signs of financial exclusion for early referral to financially related casework services	Training and equipping of "Connect" sites and call centre operators (SAL, 13 SALVOS), standard assessment questions on signs of financial stress and DV	Early referral to prevent deeper personal and/or financial crisis and ongoing relationship established to promote flourishing	Community Services, Corps (local churches)	By July 2019
Community members	Communicate positive financial literacy/capability messages to the community	Opportunities sought through ongoing media contact and focused annual campaign as a part of Anti-poverty week (Moneycare Day)	Community members take early action to improve their own situations	Community Services, Communications	Ongoing and in October each year
Volunteers, employees, Officers and Corps members	Provide flexible online internal education and learning programs to increase the financial capability, attitudes and behaviours	Develop internal online learning programs to enhance financial capability through the Learning and Development team	Financial capability and resilience of internal people developed	Community Services, Learning & Development	By July 2019

FIAP ACTION AREA 3: Awareness and Understanding of Culture and Diversity

TSA COMMITMENT STATEMENT: Our mission is to be there and care for all people in need. We will deliver our services with cultural sensitivity and support cultural and ethnic diversity to overcome barriers that may hinder financial inclusion and long term resilience. We will work with cultural and ethnic groups to best understand their needs and how we can best work with and support them to achieve financial inclusion.

STAKEHOLDER GROUP	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOME	RESPONSIBILITY	TIMEFRAME
Community members (see p7 for definitions)	Organisational Reconciliation Action Plan (RAP) maintained and updated to ensure culturally appropriate delivery of financial inclusion services to Indigenous people	Staff aware of RAP and needs of Indigenous people and services focused on effective delivery to them	Financial capability and resilience developed for Indigenous people	Aboriginal and Torres Strait Islander Ministry, Community Services	Ongoing (annual review)
Community members	Develop and implement soft entry/communications plans to reduce any stigma of initial access to TSA services	Community relationships built at local level (physical access), digital platforms developed (online access) and outreach to communities through community education programs (You're the Boss)	People in need are comfortable to access our services	Communications, Corps (local churches), Community Services	By July 2019
Community members	Collaborate with and promote our offering of culturally sensitive services to ATSI & CALD groups likely to be financially excluded e.g. refugee groups and single Indigenous women with children	Relationships established by frontline workers with excluded groups, promotional material and resources in community languages distributed and frontline workers with community languages	More people from CALD and ATSI groups access our services	Community Services, Communications	By July 2019
Volunteers, employees, Officers and Corps members	Foster an inclusive environment so that volunteers, employees, members of Corps and Officers from all cultural backgrounds feel comfortable to access the full range of Salvation Army financial inclusion services	All groups considered in communications plans and have clear pathways to access services	Internal financial inclusion services accessed by more people internally from a range of cultural groups	Community Services, Communications	By July 2019

FIAP ACTION AREA 4: Economic Participation and Status

TSA COMMITMENT STATEMENT: Our mission is to tackle social systems that harm creation and strip away human dignity. We will strive to ensure that all are able to participate economically and socially in society. We have a strong focus on goals that achieve gender equity. We seek to assist those who may not at the time have the economic resources, knowledge and capability to lead financially independent and resilient lives. We will help to alleviate financial hardship and exclusion and thereby free up cognitive space for people so that they can move towards wellbeing and capability.

STAKEHOLDER GROUP	COMMITTED ACTION STATEMENT	OUTPUT	OUTCOME	RESPONSIBILITY	TIMEFRAME
Community members (see p7 for definitions)	Provide supported capability building loans e.g. micro enterprise, training and education	Develop a loans program aimed at women going into micro enterprises	Women moved from dependency on welfare to independence	Community Services	By March 2019
Community members	Alleviate financial hardship through financial counselling to free up the "cognitive space" of community members to provide for improved participation and inclusion in society	Provide financial counselling services to those in financial crisis	Move people out of financial hardship and allow them to focus on better participation in society	Community Services	Ongoing (annual review)
Community members	Advocate externally on social justice issues identified through our financial inclusion services and research	Seek systemic issues from frontline workers and advocate for reform	A fairer system allowing more to fully participate socially and economically in society	Community Services, Research, Social Justice	By March 2019
Volunteers, employees, Officers and Corps members	Research the financial inclusion needs of women working in the Salvation Army and take action to meet key needs	Conduct survey and interpret results	Financial inclusion needs of women in the Salvation Army identified, so that action plans can be developed	Community Services, Research	By March 2019

STAKEHOLDER GROUP DEFINITIONS:

COMMUNITY MEMBERS, EXPERIENCING GENERATIONAL POVERTY

Generational poverty is entrenched poverty that can encompass multiple generations of a family. Those in generational poverty require more intensive and long-term holistic support.

COMMUNITY MEMBERS, EXPERIENCING SITUATIONAL POVERTY

Situational poverty is a period of hardship caused by situational factors, such as unexpected illness, bereavement, job loss, natural disaster, or others. Those who find themselves in situational poverty require quick and meaningful support, so that they may return to their previous level of functioning.

SALVATION ARMY VOLUNTEERS, EMPLOYEES, OFFICERS AND MEMBERS OF SALVATION ARMY CORPS (CHURCHES)

This group may have experienced or be likely to experience; life events (e.g. having children, death, divorce, family or domestic violence, relationship breakdowns), organisational restructure, insufficient income (particularly women, carers and part time or casual staff), loss of program funding, mental health issues, poor financial advice towards retirement, pressure to financially help family members and specifically for Officers change of appointments, moving to/from remote locations and overseas service.



Moneycare Day, Auburn NSW



Moneycare Day, Cairns QLD

CASE STUDY 1:

Better money management – enabling a brighter future

Samantha left school at 16. Like many young people growing up in Macquarie Fields, south-west Sydney, she knew the reality of poverty and wanted to do her bit to make ends meet in her single-parent household.

The resourceful teenager soon found a job and when her first payday rolled around she was excited to see her bank account grow. But, despite her best intentions, Samantha struggled to manage her money and found that she wasn't helping out around the house as much as she had planned.

“When I got my first pay I was spending it on basically nothing,” she remembers. “I was going out with my friends, I was getting what I wanted to get – clothes or what-not – and all that. Then, next thing you know, by the end of that week I would look at my bank account and notice that I didn't really have anything to give for board or to give for food or just to help my family out when they needed it.

“And then that's when I realised I actually was having trouble balancing my money – doing what I wanted to do but helping my family at the same time.”

Samantha then discovered that her grandmother had just gained assistance with her finances through The Salvation Army's Moneycare Financial Counselling Service. She encouraged Samantha to make an appointment and see how Moneycare could also help her.

“I jumped on board and it gave me a big eye-opener about everything that I spend my money on,” she says. “It's just basically saying, ‘Look, you can have all these kinds of things but you don't need such large amounts of it’. So, if you do this and cut down on this, you'll be able to save up to get other things that you also want.”

A few months after working with Moneycare, Samantha was able to save enough money to travel to New Zealand, to visit some family for the first time. She took with her a set amount of spending money, and kept to a budget while there.

She now recommends Moneycare to her friends, family members and anyone she comes across who needs assistance managing their money.

“It's helped me out so much and opened my eyes about the possibilities – the things I can do if I'm smart with my money,” she says.

Now studying to become a youth worker, Samantha says Moneycare has helped her to dream big, and wants to inspire other young people in her area to do the same.

“I've come across young girls that are thinking about dropping out of school, but they don't have a job lined up or they don't know what they want to do with themselves,” she says. “I had a rough upbringing, didn't really get the things that I really needed and my family was struggling ... but I want to show people that everything's not perfect, we don't come from perfect homes ... but we can have dreams.”

CASE STUDY 2:

Small loans and support help a community member who never stops trying

Ten years ago, Jake would have described himself as just a regular bloke. He had a good job, no debt, paid his taxes and life was good. What he didn't know was that a chronic illness was lurking beneath it all.

"I had undiagnosed diabetes," Jake explains. "I was in a diabetic fog. You don't think clearly. To cut a long story short, I lost everything."

First to go was his job, with his illness severely impacting on his work. As he began the long journey of being diagnosed and trying to get his health back on track, the bills began piling up. "The wolves were at the door," he says. He then lost his savings, his car and his home. "I went to poverty and destitution."

Many people in his situation would have given up. Despite his illness, Jake was adamant that he wouldn't become welfare dependent.

He received a study grant, and began a degree in molecular biology. "I'm no dummy!" he laughs. But his health issues kept interfering, and a bout of particularly painful shingles made him reconsider his study plans. He reluctantly gave up his science degree and turned his mind to other ways he could earn a living.

He decided to pursue a home business. "It's a jack of all trades, the cottage industry," he says. He applied to do a course in sewing at TAFE, and when he realised he needed to buy a professional

sewing machine, he nearly pulled the pin. But, having received assistance from the Salvos from time-to-time to help with living expenses, he sought them out again and asked if they could help.

It turns out they could.

The Salvation Army's No Interest Loan Scheme (NILS) is a part of its Moneycare service. After working on a budget with a NILS worker, Jake applied and was successful for a loan, which he was able to pay off through his study grant payments.

"It's great," he says. "It's really easy with [the NILS worker] and the Salvos."

"I got myself a top-of-the-range mechanical machine. And I went off to college to learn the basics and, you know, organising just to do denim jackets and shirts and jeans and caps for men."

Jake has now turned his attention to studying patisserie, with NILS again able to provide him with a loan for supplies. His dream is to buy a little pie van.

"The Salvation Army was there in my darkest hour," he says. "Without them I wouldn't have been able to do it myself."

Jake has also been able to access emergency assistance from The Salvation Army from time to time

to help with living expenses. "Sometimes there can be a glitch in your Centrelink payment," he says, which throws his budgeting into disarray. During times like that, or when unexpected expenses crop up, he knows he can gain assistance through The Salvation Army Assessment Line and Doorways Program.

"I got a value card from the Salvos and that helps me with groceries, you know? From Big W and Coles," he says. "That makes a difference, and the community meals as well, and the food that they have for you to take – bread and baked beans and Corn Flakes and milk and stuff. It all helps."

Jake now has hope for the future. "I understand that I have a chronic illness, but I don't want to give up the ghost. I don't want to stop trying. I don't want people to pay their taxes for me forever."

FIAP SERVICE EXAMPLE: “You’re the Boss”

You’re the Boss is The Salvation Army’s financial capability resource that strives to deliver key messages in an empowering and engaging manner. The program aims to inspire people to be the boss of their financial situation by: creating awareness, improving knowledge, developing skills, identifying values, and building confidence to turn good intentions into action with their finances.

Throughout 2016-17, 241 You’re the Boss community education sessions were conducted, with 1794 people attending.

An evaluation of the program was completed during the year, which found:

- 88% of respondents reported being a little or much more confident in managing their finances.
- 92% of workshop participants would recommend it to others.
- 96% of workshop participants rated it 4 out of 5, or 5 out of 5, for usefulness.
- 87.5% of participants reported that they had been able to apply what they had learnt to their own situation.
- Changed behaviours that included: altered spending habits, increased savings and tracking spending.

The Salvation Army commenced an exciting partnership program with Westpac in 2017, allowing the scaling up and enhanced professional delivery of You’re the Boss. Facilitators are being trained to deliver the program in best-practice techniques and a full suite of supports is being provided to facilitators. Digital delivery is being explored and our program-related app will be further developed.



Moneycare information stall, Liverpool NSW



Moneycare information stall, QLD

STATEMENT BY THE FIAP PARTNERSHIP GROUP

On behalf of the FIAP Partnership Group, I would like to acknowledge and congratulate The Salvation Army for your ongoing public commitment to financial inclusion and financial resilience.

Together we are embarking on a journey to explore, learn and grow – both as a program through this Foundation FIAP and as Trailblazers undertaking the important process of reducing inequalities and promoting inclusive growth in our communities.

Financial hardship can impact us all, at any stage in our lives – through the FIAP, our hope is that every organisation will be able to respond in time and every time to ensure financial hardship can be identified early, managed and overcome. By building capacity, awareness and greater access to appropriate products and services, organisations will see the social and economic benefits in their engagement, outcomes and prosperity of customers and employees.

The FIAP Partnership Group exists to support the growing community of practice to identify opportunities to better respond to financial risks, develop meaningful actions across key stakeholders and measure the social and economic impact. Drawing on our individual expertise the

FIAP Partnership Group will provide implementation, evaluation and quality assurance support to ensure key actions you have identified are (i) on track to achieve the intended impact and (ii) engaging those stakeholders in most need of support. We are proud to be on this important journey with The Salvation Army.

At the heart of the FIAP program is the belief that together we can achieve more. The Salvation Army joins the growing community of organisations that understand they play a critical role in Australia's financial future – together we can reduce inequalities and realise inclusive growth for all Australians.

Sincerely,



Vinita Godinho – General Manager, Advisory

Good Shepherd Microfinance

On behalf of the FIAP Partnership Group

Supported by:





FIAP
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