



CARING FOR PEOPLE ACROSS AUSTRALIA: THE SALVATION ARMY'S RESPONSE

A snapshot of Salvation Army
Community Support Services



Acknowledgements

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ABOUT THE SALVATION ARMY

This national Community Support Services (CSS) snapshot complements and builds on other recent research undertaken by The Salvation Army to expand on national data sets, provide the most vulnerable people in our communities a voice and share the impact and outcomes of contemporary Salvation Army service responses and initiatives.

Key services provided by The Salvation Army Australia include:

- Material aid and emergency relief
- Professional Financial Counselling and other financial management assistance
- Personal counselling and support
- Family and children support services
- Drug and alcohol support and treatment services
- Family and domestic violence support and accommodation services
- Out-of-home care
- Accommodation and homelessness services
- Emergency and disaster responses
- Education, training and employment support services
- Aged care services

The Salvation Army is an international movement, recognised as part of the Christian church, and is also one of the world's largest social welfare organisations. It has more than 1,650,000 members at work in more than 124 countries, and is supported by the efforts of tens of thousands of employees and volunteers.

The Salvation Army has operated in Australia since 1880. Consistent with its international mission, The Salvation Army in Australia is committed to the values of: human dignity, justice, hope, compassion and community. There are currently over 8,500 active Salvation Army officers (ministers of religion) and staff members in Australia, providing over 1,000 specifically designed social programs, services and activities.

Since its beginnings in Australia over 130 years ago, The Salvation Army remains committed to providing material, personal and spiritual support to the most marginalised and disadvantaged, as well as for those whose immediate and temporary circumstances require such support.



INTRODUCTION

Every day The Salvation Army is providing help, assistance and support to people in need by the provision of Emergency Relief (ER) through our Community Support Services (CSS) across Australia.

This report captures, for the first time, a national snapshot of Emergency Relief services provided by The Salvation Army. It also presents a "footprint" of the breadth and diversity of CSS services provided by The Salvation Army to mitigate disadvantage and provide support for vulnerable people in urban, regional and rural communities across Australia. A summary of key client and service data provides a profile of the extent of activity and investment by The Salvation Army in this important area.

Using the 12-month reference period from 1 January 2013 to 31 December 2013, this research compiles macro client data from The Salvation Army's Community Support Services, with a particular focus on Emergency Relief and Financial Counselling services.

Data presented in this snapshot has been collected using The Salvation Army Service and Mission Information System (SAMIS), which is a client management and data collection system used by the majority of Salvation Army social programs, including CSS services across Australia. The research also draws on summary financial data to quantify revenue invested in Emergency Relief and Financial Counselling services from both Salvation Army and government sources.

Emergency Relief (ER) has traditionally assisted people in financial hardship to pay their bills, rent and to put food on the table. It is designed to provide immediate practical assistance in times of crisis. Provision of ER is a central client support activity within Salvation Army CSS sites.

While ER continues to be an important element of our service delivery, this report highlights that The Salvation Army's CSS footprint comprises a far more extensive range of services and activities. Together, these activities provide a framework of support to address the underlying issues of poverty while still addressing clients' immediate crisis situations.

KEY FINDINGS

- The Salvation Army is the **largest funded provider** of Emergency Relief (ER) services in Australia.
- In 2013, The Salvation Army contributed more than **\$20.3 million** of internally generated funds to its ER services. This **represents 56% of total funding** for ER delivery.
- The Salvation Army's total commitment to provision of ER services in 2013 exceeded **\$36 million**.
- In the 2013 calendar year The Salvation Army:
 - Provided ER from **277 locations** across Australia
 - Provided ER services to **157,005 distinct clients**
 - Delivered **321,218 episodes** of ER support
 - Provided **\$29,989,993** in direct client ER assistance
 - Provided **44,542 episodes** of Financial Counselling support to **14,834** distinct clients across Australia
 - Provided **5,240 episodes** of ER Case Management support to **1,515 distinct clients** across Australia.
- ER service delivery is embedded within The Salvation Army's Community Support Services, which deliver a host of complementary activities that provide "wrap around" services for those seeking assistance from The Salvation Army.
- Emergency Relief data for 2013 identified the following key client characteristics:
 - At least **82%** of Salvation Army ER clients are recipients of government income support
 - **4%** identified themselves as refugees/asylum seekers (Australian population 0.1%)
 - **16%** reported experiencing homelessness
 - **49%** resided in private rental accommodation with a further **23% in social housing**
 - More than **12%** of ER clients identified as Aboriginal and/or Torres Strait Islander peoples (Australian population 3.0%)
 - **44%** indicated that they were parents with dependent children.



JOANNE AND JOSHUA'S STORY

The reasons why people visit emergency relief services vary. Some people present to our service because they have little or no money to buy food, can't afford a utility bill, are behind on their rent or perhaps because their car has broken down. For these people the need for emergency relief may be temporary. For others, their situation is complex and ongoing. Similarly, some client stories and life experiences are full of tragedy, trauma, and bad luck, restricted by limited choice and loss. However, the journeys of some clients are full of transformation, change and inspiration, and depict how people can succeed despite great adversity.

I can recall when Joanne* first came to our service last March. At 38, she became homeless and was broke for the first time in her life. Joanne had always held down a job, was able to pay the rent and bills and could put food on the table. This was the first time Joanne had reached out to a service for help after a string of life changing events affecting herself and her 7 year old son Joshua*. Joanne and her son became homeless due to escalating family/domestic violence. Joanne lost her job and experienced anxiety, depression and was overwhelmed with stress and fear. Joanne had no family support, limited resources and was forced to apply for government income support.

Joanne received an allowance of \$360 per week. Due to the lack of suitable housing options, Joanne was spending \$250 a week to stay in an overrun boarding house. With just \$110 left over for other expenses each week, Joanne and Joshua's circumstance became dire. Joanne came to a Salvation Army emergency relief service for food. What she did not expect was the other assistance, support and care we were able to offer her and her son.

Joanne was delighted to receive a range of assistance from our service including food parcels, vouchers and access to our open supermarket. An appointment was offered to Joanne with a case manager to further explore her needs. Joanne was referred to a housing support worker, a GP and a financial counsellor to explore all available avenues of financial assistance. Through support, Joanne has found suitable housing and still sees her GP. Joanne has returned to part time work and is now back on her feet. Joshua has made new friends at school and is settled in the local community. Joanne said that "she will never forget the kindness and warmth she received from the staff and volunteers at The Salvation Army when she was at her lowest point and received a hand up when she needed it the most".

Joanne continued to visit us as she experienced a sense of belonging and connection to our service. Joanne told us that she found people who understood her needs without judgment and was offered their support and friendship like a family. Joanne expressed a desire to "give back" to others who have experienced what she went through. She now proudly volunteers at our service half a day a week.

Despite media claims to the contrary, it is our experience that the people we support through our programs are often good with money and budgeting. The problem is that they don't always have enough to get by and do their best with the limited income and resources they have. Our program makes a real difference in the lives of the people we assist. We certainly did for Joanne and Joshua.

We are truly thankful to our staff and volunteers for their strong commitment and dedication to help others when they are struggling; it is deeply humbling. It is also fair to say that we could not run our service without our volunteers and their unwavering support.

* Client names have been changed to protect privacy and their identities

A CLIENT SNAPSHOT

Key Findings from National Economic & Impact Survey 2014¹

The Salvation Army's National Economic & Impact Survey 2014 (ESIS), published in May 2014, reports on the levels of deprivation and disadvantage experienced by clients who access our Emergency Relief services. Providing the survey results of nearly 2,500 clients (and over 2,640 of their children) who received ER assistance in February 2014, ESIS provides a reliable insight into the nature of poverty and disadvantage experienced by many in our communities.

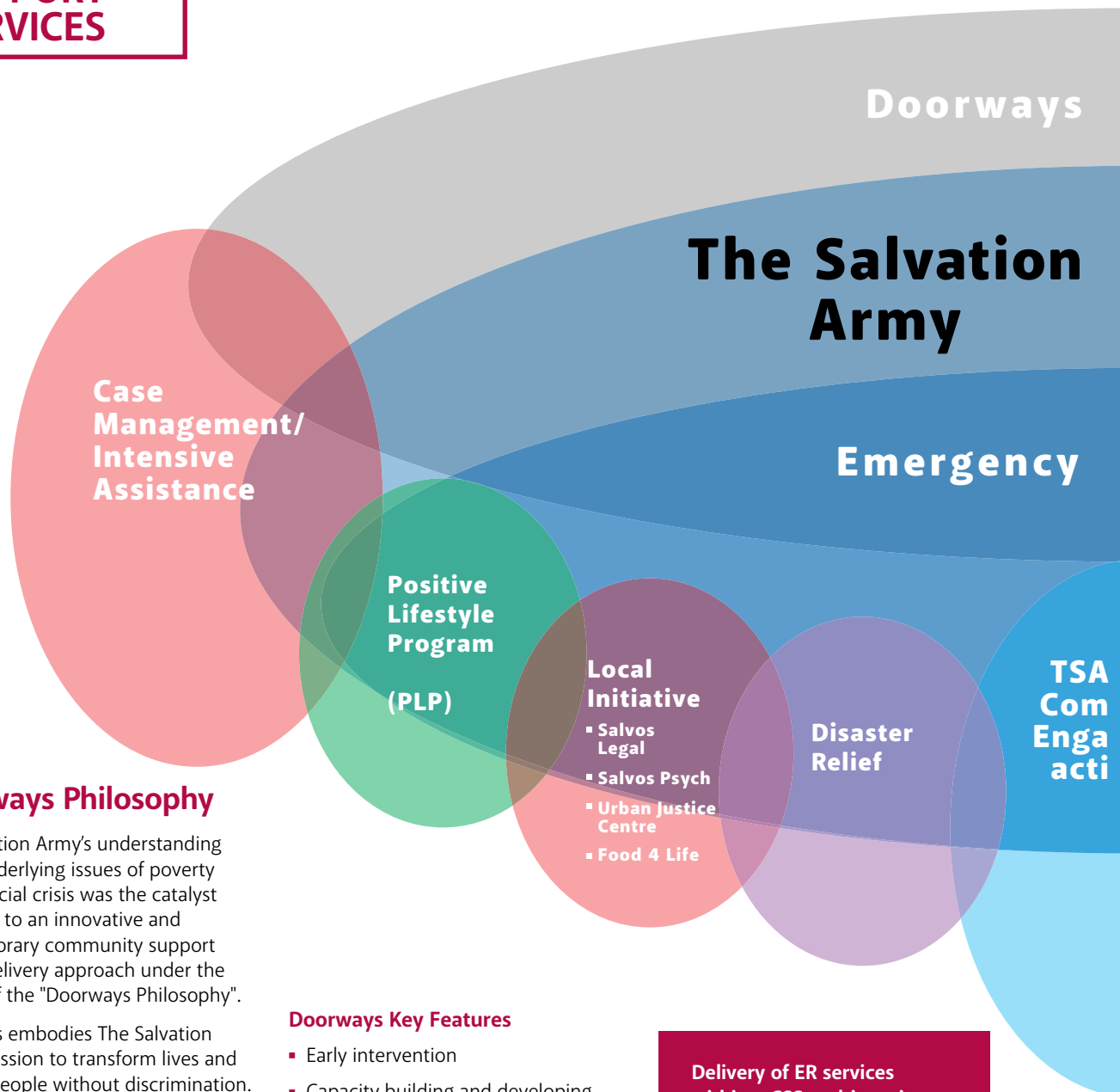
Key findings include:

- **All respondents (n=2,485)**
 - **47%** go without meals and **26%** don't have a substantial (good) meal at least once per day
 - **28%** cannot afford to heat or cool at least one room in their accommodation
 - **37%** have sold or pawned possessions in the last year
 - **91%** do not have \$500 in savings for an emergency and **55%** are unable to give presents to friends and family
 - **47%** have asked for financial help from friends/family and **29%** have experienced new conflict with family.
- **Of the children represented in ESIS (n=2,640)**
 - **75%** were going without essential items due to their parents' economic situation
 - **56%** could not afford out-of-school activities and **42%** could not afford school books, equipment or new school clothes for their children.
- **Multiple deprivation**
 - **76%** of all respondents indicated going without five or more items simultaneously
 - **22%** indicated doing without 11 items or more (this is considered very severe deprivation)
 - Only **19%** indicated doing without four items or less, with **5%** reporting not doing without any.

Deprivation is understood as the lack of resources to access essential goods and activities. Multiple deprivation highlights the nature and severity of the problem. Those who experience several forms of deprivation at the same time experience increasing struggle and poverty as the number of deprivations rises.

¹ National Economic & Social Impact Survey 2014
<https://salvos.org.au/subscribe/sites/auosalvos/files/media/newsroom/pdf/20140521-ESIS-Report-2014.pdf>

**COMMUNITY
SUPPORT
SERVICES**



Doorways Philosophy

The Salvation Army's understanding of the underlying issues of poverty and financial crisis was the catalyst for a shift to an innovative and contemporary community support service delivery approach under the banner of the "Doorways Philosophy".

Doorways embodies The Salvation Army's mission to transform lives and care for people without discrimination. Service delivery under Doorways is focussed on providing clients with a "hand up" not a "hand out".

Doorways Guiding Principles

- Appropriate assessment
- Triage approach
- Holistic
- Creating pathways
- Integrated services
- Sharing best practice
- Consumer involvement and client participation in the formulation of procedures.

Doorways Key Features

- Early intervention
- Capacity building and developing health and well being
- Trusting relationships
- A client-centred approach
- Strengths-based approach
- Culturally appropriate
- Effective partnerships.

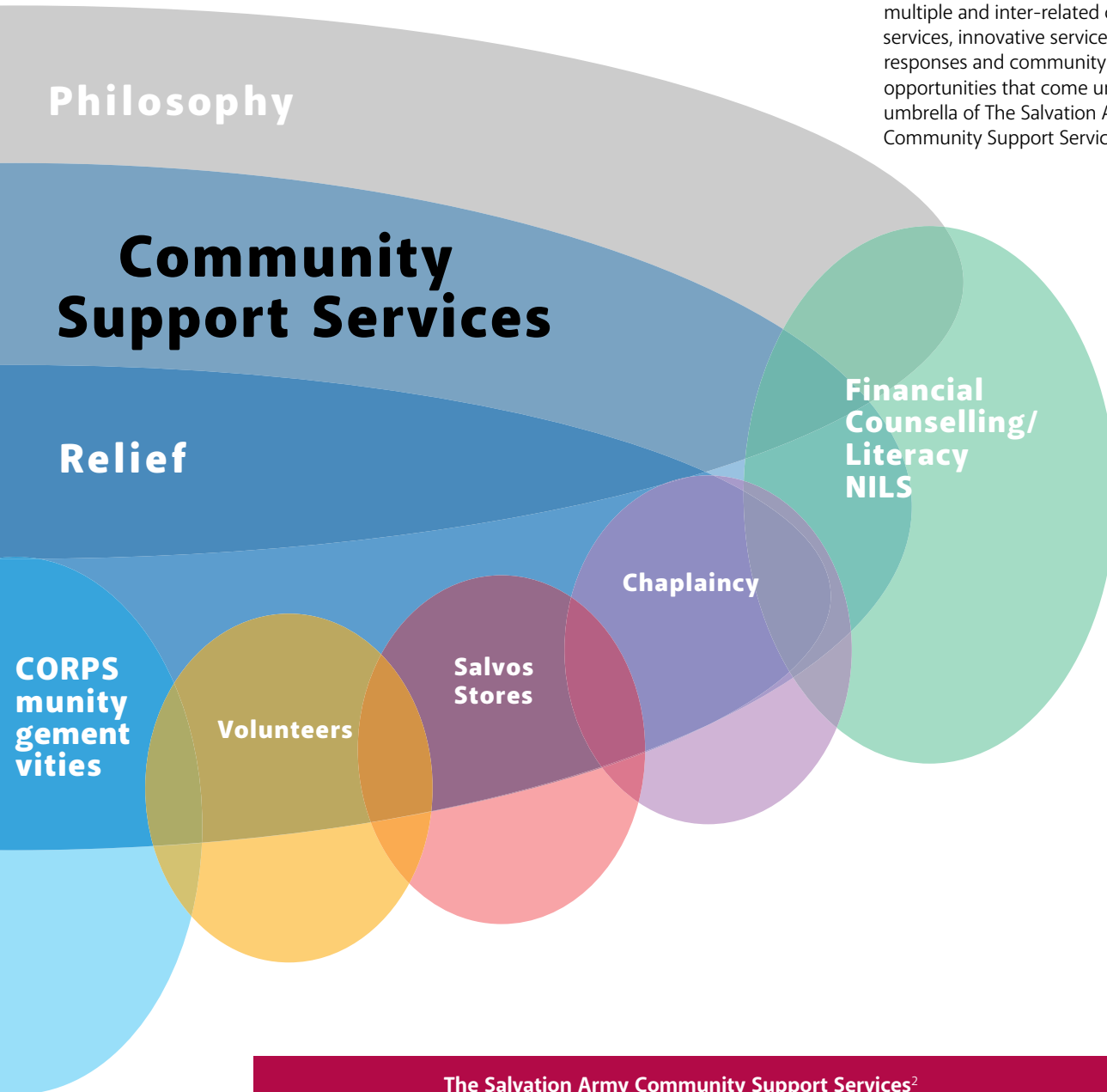
Doorways is an overarching philosophy, not a prescriptive delivery model. By design, this philosophy retains the flexibility to be expressed differently in different locations (i.e. urban, regional, and rural) and the flexibility to respond to different client needs within the communities.

Delivery of ER services within a CSS multi service environment recognises that:

- The most effective client outcomes are achieved when the right kind of wrap around supports are provided to individuals and families at the right time.
- The first step to achieve these outcomes can often be connection into other community resources and/or activities that promote a sense of belonging and connectedness.

Figure 1: Community Support Services

This report provides insight into the multiple and inter-related client support services, innovative service delivery responses and community engagement opportunities that come under the umbrella of The Salvation Army Community Support Services (CSS).



The Salvation Army Community Support Services ²		
Funded Client Support Services	<ul style="list-style-type: none"> • Emergency Relief • Financial Counselling • ER Case Management/Intensive Assistance • Indigenous Money Management Services 	<ul style="list-style-type: none"> • Financial Literacy/Capability • No Interest Loans (NILS) • HESS (defunded June 2014) • Family Housing Workers • Disaster Relief
Innovative Service Delivery	<ul style="list-style-type: none"> • Doorways Philosophy • Positive Lifestyle Program • Salvos Stores • Food for Life (NSW only) 	<ul style="list-style-type: none"> • SalvosLegal (NSW) • SalvosPsych (South Australia) • Urban Justice Centre (Victoria) • Chaplaincy
Corps-based Community Engagement Activities	<ul style="list-style-type: none"> • Salvation Army Family Stores and Thrift Shops • Christmas Cheer (children's presents & family "hampers") • Community Meals Programs • Children's Music Programs • Mothers Groups 	<ul style="list-style-type: none"> • Playgroups • Men's Groups • Coffee Clubs • Youth Groups • Homework Clubs • School Breakfast Programs • Community Choirs/Gardens

VOLUNTEERS

² The Salvation Army has 277 CSS sites across Australia that all deliver ER services. The range of complementary CSS provided varies from site to site and is aligned to local resources and community needs.

FUNDED CLIENT SUPPORT SERVICES

Emergency Relief

In 2013, Salvation Army staff and volunteers provided 321,218 episodes of Emergency Relief support to 157,005 distinct clients from 277 sites across Australia (Table 1).

ER client assistance to the value of **\$29,989,993** was provided nationally during this period (Table 1). This comprised a wide range of assistance types including food vouchers and parcels, transport, fuel, pharmacy vouchers, accommodation and help with payment of bills (i.e. utilities, education). Assistance also included provision of clothing, furniture and household goods, budgeting assistance, information, referral and advocacy.

Funding of The Salvation Army Emergency Relief Services

Emergency Relief services provided by The Salvation Army are funded by a combination of government funding and revenue generated by The Salvation Army.² In 2013, The Salvation Army provided \$20,272,626 to support ER service delivery, which represents 56% of the total ER revenue for that year (Table 2).

The Commonwealth Government is the largest funder of ER services nationally. In 2012/13 the Department of Social Services (DSS) allocated a total of \$58,226,136⁴ in ER Grant funding to ER providers across Australia. Of this funding, The Salvation Army received \$14,810,361, which represented 25% of the total DSS allocation making The Salvation Army the largest Government funded provider of Emergency Relief services in Australia.

Table 1: National Summary—Emergency Relief Centres and Total Clients

	Total No. of ER Centres	Total No. of ER Clients	Total No. of ER Episodes	Total Value of ER Client Assistance
National Total	277	157,005	321,218	\$29,989,993

Table 2: The Salvation Army Emergency Relief Services Revenue

State/Territory	Government ⁵ \$	The Salvation Army \$	Total \$	Government %	The Salvation Army %
ACT/NSW	6,314,930	7,783,980	14,098,910	45	55
NT	354,399	312,483	666,882	53	47
QLD	2,811,042	2,438,814	5,249,856	54	46
SA	1,098,575	2,109,150	3,207,725	34	66
TAS	712,688	900,562	1,613,250	44	56
VIC	3,834,377	5,871,460	9,705,837	40	60
WA	909,329	856,177	1,765,506	52	48
National Total	16,035,340	20,272,626	36,307,966	44	56

³ Revenue generated by The Salvation Army comes from a range of sources including the Red Shield Appeal and other fundraising, philanthropic and corporate donations, and other internal sources such as Salvos Stores.

⁴ Source: <http://www.dss.gov.au/grants-funding/fahcsia-grants/grant-funding-reports-by-location/local-government-area-lga-locations-report> Retrieved 15/10/13 Web page notes: Content updated 24 May, 2013.

⁵ Government funding in this table includes both Federal and State funding.

Recent research undertaken by The Salvation Army:

- **Client Voice**
The Salvation Army Economic and Social Impact Survey (ESIS)—in 2012, 2013 and 2014.
- **National Data**
Homelessness Across Australia: The Salvation Army's Response—2013.
- **Emerging Social Issues**
"No Home at the End of the Road"—2011.
- **Innovative Service Responses and their Impact**
"I Wish I'd Known Sooner –the Impact of Financial Counselling on Debt Resolution and Well being Outcomes"—2012;
"Time Trust Respect—Case Management in Emergency Relief—the Doorways Model"—2014.

All reports are available at salvationarmy.org.au

Doorways Approach to Emergency Relief

Emergency Relief (ER) services provide crisis support and assistance for individuals and families through the provision of material aid as well as budgeting assistance, information provision, referral and advocacy.

Under our Doorways philosophy, ER is the entry point or "the first doorway" to a continuum of "wrap around" services. The model is predicated on service delivery environments that are welcoming, providing clients with opportunity for community connection and referral pathways to multiple support options.

Our ER service provision recognises that clients in situational poverty have different needs to those in generational or entrenched poverty. Therefore, our community workers are trained to provide tailored responses to meet these needs.⁶

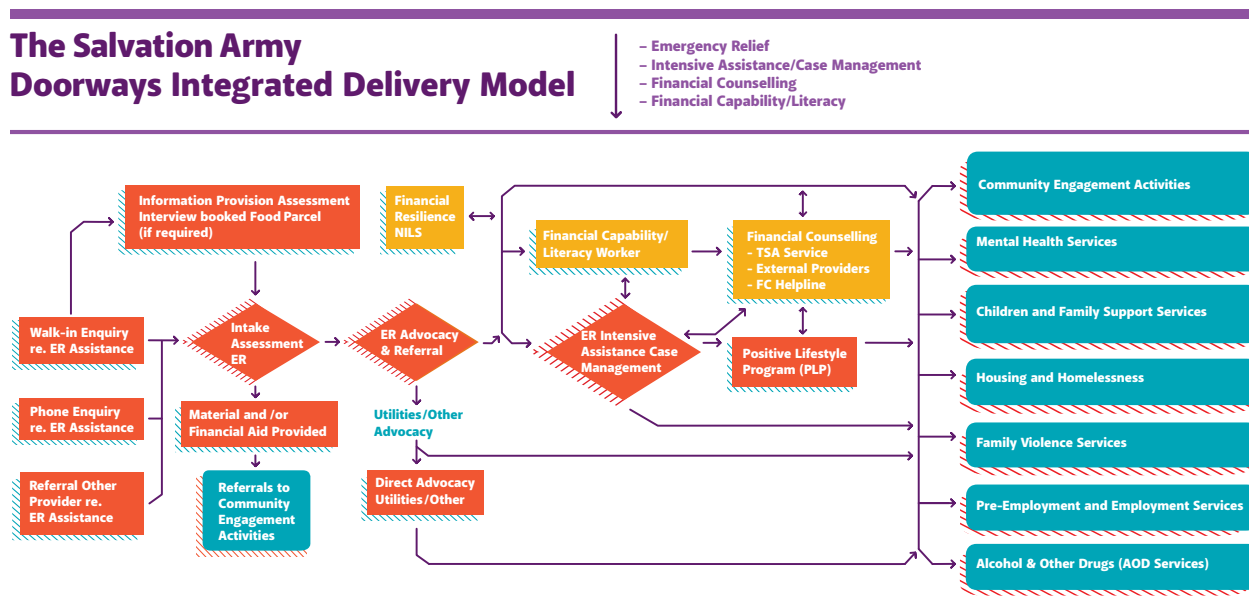
An effective ER response for situational poverty clients has a focus on a rapid early intervention via the provision of meaningful financial assistance, information and linkage to appropriate services. A triage approach is crucial as there are often time critical financial issues needing urgent intervention. For these clients, a referral to a Financial Counsellor to obtain professional advice to help them resolve their immediate financial crisis is often the vital first step.

For clients presenting from generational or entrenched poverty backgrounds, a relational ER approach, that combines addressing crisis needs with building relationships and deeper engagement with the client, has the most potential to gain long term outcomes. This is achieved through the provision of referral to case management services, Financial Counselling and other appropriate internal and external services.

The Salvation Army's adoption of the Doorways approach to ER has been guided by evidence based data to inform implementation and track benefits to clients. The Salvation Army's Emergency Relief Service Delivery Model (see Figure 2) reflects the 2014 expression of the Doorways philosophy.

A significant feature of The Salvation Army Doorways ER sites is the establishment of volunteer "Meet and Greet" services. Sites that have implemented this initiative report noticeable changes in client demeanour, reduced levels of embarrassment, tension and stress. Meet and Greet volunteers also support clients to access "Second Bite" fresh food, supervise mini supermarkets at the site or pack food parcels.

Figure 2: Emergency Relief Service Delivery Model



⁶ Situational poverty is a generally a short period of financial hardship caused by unexpected situational factors (such as relationship breakdown, death of a partner, sudden poor health, the loss of a job etc). By contrast, generational poverty is a form of entrenched poverty that can encompass multiple generations of a family. Generational poverty is often characterised by a lack of role models, low expectations in life (education and jobs) and accompanied by welfare dependency.



ER Case Management

In 2013, The Salvation Army delivered **5,240** episodes of ER Case Management support to **1,515** individual clients from **34** CSS sites across Victoria, South Australia and Tasmania.

The Salvation Army's delivery of ER Case Management commenced in 2011 and this service is being progressively rolled out across Australia (as resources permit). Australia Capital Territory, New South Wales and Queensland commenced delivery of ER Case Management in late 2013. In Western Australia ER Case Management services commenced collecting data in 2014. As a result, national data is not yet available.

Doorways Approach to Case Management

The Salvation Army's delivery of ER Case Management is embedded in a strengths-based approach that aims to provide a wrap around service for clients through a combination of practical supports, education, referral and advocacy. Under the Doorways Philosophy, case management is a continuation of the relationship established as part of the preliminary ER assessment and support process.

The ER case worker functions as an "anchor point" and simultaneously a "launching pad" for clients. Building relationships and trust is at the heart of this engagement and forms the basis for the development of a case plan that is client-centred and flexible. In partnership with clients, the case worker identifies appropriate activities, personal goals, relevant external and internal referrals, helps clients with putting their case plan into action and monitors progress.

The Salvation Army commissioned Swinburne University to undertake an exploratory study that asked the question "What does case management under the Doorways approach look like?" The research report⁷ published in 2014 highlighted that:

- The relationship between the case manager and the client is the key engagement mechanism, and the process is driven by client self-determination rather than the case manager deciding the action they think are most appropriate.
- It was recognised that unless a person is ready for and willing to embrace change and take the necessary steps to address their underlying issues, then the result will not be sustainable.

- Case management does not replace "traditional" ER, but sits alongside.
- In addition to providing internal supports and referral, the success of case management rests on the availability of appropriate and trusted referral pathways to internal and external services.
- The study found that the Doorways approach to case management is a strengths based "relational model" where "time, trust and respect" are key elements that facilitate successful client outcomes.

⁷ Time, Trust and Respect
http://www.salvationarmy.org.au/Global/Who%20we%20are/publications/Case%20Management%20Report/PRINT_FINAL_Case_Management_Report_2014.pdf

Financial Counselling

In 2013, The Salvation Army's Financial Counselling services received funding of nearly \$5.5 million, comprising \$4,481,264 from governments and \$967,024 from The Salvation Army generated funds (Table 3).

The Salvation Army provides government funded Financial Counselling Services across all states/territories of Australia. Additionally, in recognition of the high demand for this vital service, The Salvation Army is self-funding Financial Counselling services in Queensland and Victoria.

In South Australia, The Salvation Army also provides government-funded Telephone Financial Counselling Services as part of the national network of providers supporting clients via the national telephone Financial Counselling service.

The Salvation Army financial counsellors work with clients and advocate on their behalf to resolve financial crises. Assistance is provided via individual face to face sessions, couple and family appointments, telephone supports, SMS and email contacts. The Salvation Army Financial Counselling also offers outreach support for clients who may find it difficult to access CSS sites. Financial Counselling services include initial financial assessment, information provision regarding credit and debt issues impacting on the client, advocacy, and options to address identified issues. Financial counsellors are also able to provide advice and/or referrals for a wide range of topics, such as industry hardship policies, government concession frameworks, risk of legal action, loss of essential services, and housing repossession/eviction.

In 2013 The Salvation Army delivered **44,542 episodes** of Financial Counselling support to **14,834** individual clients from **68** sites (Table 4).

Many of The Salvation Army's clients who access Financial Counselling services have multiple sources of debt; the most common being utilities, credit cards or store cards, telephone or internet, personal loans and mortgages. It is also our experience that people delay seeking assistance due to feelings of shame and embarrassment.

It is well recognised by The Salvation Army that clients experiencing financial disadvantage will also be experiencing other debilitating personal or social issues. Under the Doorways approach, Financial Counselling is an embedded activity of the Doorways Integrated Service delivery model. This approach provides a wrap around, case management approach that is focussed on early intervention, linked up service responses and sustainable outcomes. Clients are supported to manage their financial situations more effectively with increased knowledge, skills and confidence.

The Salvation Army commitment to Financial Counselling has been further strengthened by commissioning Swinburne University Institute of Social Research to undertake a research project in 2012. The research ("I wish I'd known sooner! The impact of Financial Counselling on debt resolution and personal well being")⁸, investigated the impact of The Salvation Army's Financial Counselling service on consumers' ability to resolve or reduce their financial difficulties, improve health and well being and increase financial capability.

A key finding of this research was that early intervention is a critical aspect to achieve debt resolution and well being outcomes for people in financial distress.

Research such as this shapes our understanding of the target group, the needs of vulnerable communities, informs and strengthens our Financial Counselling service delivery.

Specific Key findings of this research were:

- Financial Counselling is effective and provides measurable positive outcomes.
- Many people delay seeking Financial Counselling for a long time after the onset of financial difficulties.
- Seeking Financial Counselling sooner increases the chances that financial difficulties can be resolved.
- Financial Counselling contributes to positive health outcomes.

As a direct outcome of this research The Salvation Army has established Financial Self Help tools website www.salvationarmy.org.au/financialtools which provides extensive information to assist people to "take action early".

Table 3: Financial Counselling Revenue

	Government \$	The Salvation Army \$	Total \$	Government %	The Salvation Army %
National	4,481,264	967,024	5,448,288	82	18

Table 4: Financial Counselling

	Total No. of Financial Counselling Centres	Total No. of Clients	Total No. of Episodes
National Total	68	14,834	44,542

⁸ I wish I'd known sooner.
<http://www.salvationarmy.org.au/Global/News%20and%20Media/Reports/2012/00099-I-wish-I-had-known-sooner-Oct-2012.pdf>

Prevention & Early Intervention— Emergency Relief Housing Workers

Prevention and early intervention are key features of the Doorways philosophy which The Salvation Army has embraced since its founding days.

CSS centres in Queensland and New South Wales have employed specialist housing workers, who provide targeted and specialised support to people who are at imminent risk of homelessness.

These workers deliver wrap around supports to families with children who are at risk of being homeless. They provide access to immediate financial assistance to prevent evictions, assistance in securing more affordable housing, and referrals and connection to services that can address their underlying issue of housing crisis, such as Financial Counselling, employment services, health services and relationship counselling.

A full report on the work of the Emergency Relief Housing Workers is available in The Salvation Army report, "Turning off the Tap: An evidence-based approach to preventing homelessness through early intervention".⁹

No Interest Loans (NILS)

Coordinated by Good Shepherd Microfinance, The Salvation Army is part of the national network of accredited microfinance providers that provide the No Interest Loans Scheme (NILS). NILS provides loans up to \$1,500 to people who may otherwise be excluded from mainstream credit facilities. This scheme provides an alternative to fringe credit and loans such as those provided by payday lenders or the pawning of personal property with exploitative interest rates. NILS loans are provided to low-income earners to purchase essential or emergency related goods and services, such as fridges, washing machines, some medical or dental services and educational equipment.

Disaster Relief

The Salvation Army Emergency Services attend to an emergency at least once every day of the year. These services are delivered as part of state emergency plans and respond to people in emergency and disaster situations by providing assistance such as meals, clothing, financial aid, accommodation, emergency shelter, counselling and referral to other support services. The Salvation Army Emergency Services work closely with other emergency service providers such as the police and fire services to support the community.

While the scale and nature of The Salvation Army emergency service responses vary from year to year and from state to state, it is the extensive Salvation Army service networks and infrastructure (including Community Support Services) that enables The Salvation Army to provide timely and effective responses. Most importantly, the established presence of Salvation Army centres and services within communities has enabled The Salvation Army to provide long term supports to help rebuild the communities after disasters.

Case Study

The Salvation Army responded to unprecedented fire activity across NSW in late 2013. Hundreds of homes were destroyed and hundreds more damaged, with the recovery of communities affected expected to take years. The generous support of the Australian public and our corporate partners to our Bushfire Appeal has enabled The Salvation Army to support these communities to rebuild shattered homes and lives for as long as it takes.

Over **\$3 million** of assistance was provided in NSW and Queensland as part of The Salvation Army responses to disasters and other emergencies in 2013. This included the distribution of food vouchers, bank debit cards and goods in kind. To this day, The Salvation Army remains as a supporting presence in many communities long after the disaster has passed to assist with the recovery and rebuilding process.

⁹ Gallet, W (2013). Turning off the Tap. The Salvation Army, Sydney.

INNOVATIVE SERVICE DELIVERY

SalvoPsych

SalvoPsych is a joint initiative of The Salvation Army's South Australia Division and the Australian Psychological Society. Under this initiative, 78 members of the Australian Psychological Society offer their professional services to CSS case management clients in South Australia.

Extract from SalvoPsych Newsletter

Message from chairperson, Margaret Davies:

It has been extremely exciting to be part of the continuing evolving SalvoPsych collaboration. Since its inception, this program has demonstrated how successful two renowned organisations can be when they combine to help vulnerable members of the community.

The key to the ongoing success of this program is the willingness of the participating psychologists to give generously of their time and passion—and I am sure that in return they feel a sense of fulfilment, having helped people in need.

Food 4 Life

Food 4 Life was established as a local response to food insecurity issues experienced by people accessing The Salvation Army Community Support Services in Sydney. It is an example of a local service initiative responding to local concerns. Food 4 Life is a community food market where local residents have access to quality, fresh, healthy and affordable food. For just \$15 a week residents can purchase \$50-\$60 worth of food. It provides a range of fresh fruit and vegetables, frozen and refrigerated foods, fresh bread, pasta, rice, cereals, meat and much more. Food 4 Life has over 1200 members, with over 100 people accessing the program each week.

The Food 4 Life program empowers participants to make their own food choices and provides a safe environment for people from all walks of life. It provides a place for people to be part of the community, to form friendships and address issues of social isolation which often arise when people are struggling. The Food 4 Life program aims to meet people's physical need for healthy, affordable food, and also help to meet the social needs of people in local communities.

Salvos Stores

The Salvos Stores arm of The Salvation Army operates nearly 300 retail stores across Australia. Salvos Stores operates as a fully functioning retail business, recycling pre-loved goods and relying heavily on generous donations from the public.

In 2013, Salvos Stores employed more than 1,500 staff and engaged more than 4,000 volunteers across Australia.

Salvos Stores provides goods free of charge to the value of \$2.68 million to people referred through The Salvation Army community support services.

In addition, Salvation Army Family Stores and Thrift Shops have an important role in local communities (particularly regional and rural areas), where they act as community hubs and support centres. Funds generated from these activities directly contribute to supporting disadvantaged Salvation Army clients and provide a vibrant volunteering environment.

Salvos Legal and Other Legal Support

Salvos Legal is a unique legal service—the first of its kind in the world. With outlets in New South Wales and Queensland, Salvos Legal provides quality commercial and property law advice on a paid basis to the public. However, all profits fund its "legal aid" partner organisation, Salvos Legal Humanitarian, which is a full service, fee-free law firm for people experiencing disadvantage and marginalisation.

The Salvation Army's Urban Justice Centre also provides legal service to those who live on the fringes of society. It is an innovative addition to the range of progressive programs of The Salvation Army Project 614 in the Melbourne CBD. It complements the range of client services and is accessible to the support workers and clients of Project 614. It provides client-centred case management where the legal service is one of a team of legal and non-legal service providers aiming to achieve a complete solution, not just to close the legal file.

Positive Lifestyle Program

The Positive Lifestyle Program (PLP) is a 10-module Salvation Army personal development course that supports participants in developing improved life skills, coping strategies and self-esteem. PLP is being used extensively as a resource for clients participating in ER case management services. Referrals to PLP are also made through magistrates, other legal staff and court and prison chaplains. Through each module, hundreds of participants each year are encouraged to consider critical aspects of their lives, including anger, stress, grief and loss, self-esteem and goal setting.



THE SALVATION ARMY CORPS COMMUNITY ENGAGEMENT

Christmas Cheer

The Salvation Army serves the community all year long. Our Christmas Cheer program provides specialised assistance through food hampers, gifts and toys for children to support families to celebrate the Christmas festive season.

In 2013, over 70,000 individuals and family members were provided with extra support through the Christmas Cheer program, to a total value of over \$4.7 million.

Our CSS sites are the main distribution point of Christmas Cheer supported by other Salvation Army programs such as chaplaincy (including prison chaplaincy), homelessness and family and domestic violence services. Staff at all of these sites play an important role in distributing Christmas Cheer to vulnerable individuals and families.

The busy Christmas season, sees Salvation Army volunteers and staff come together with corporate partners and thousands of supporters across Australia in the spirit of giving and sharing. The Salvation Army have worked with Kmart for more than 25 years to help families in need through the Kmart Wishing Tree. In 2013, Australians donated over 470,000 gifts to the appeal and \$186,000 in cash donations were converted to gift cards for Salvation Army clients.

Another illustration of the wider community supports are the annual Christmas toy runs by bikers and their motor bike clubs. For 40 years now, motorcyclists across the country have supported the The Salvation Army Christmas Cheer program by holding toy and food runs, where donated goods are collected and transported to local Salvation Army centres.

Kingston Gardens Corps, in Melbourne's eastern suburbs, is one of many examples of The Salvation Army members and staff joining forces with community volunteers and catering students to provide meals to people from local boarding houses. The diners do not normally get many opportunities to enjoy a meal, leisure activities and a conversation with other people during the week. This is just one part of the largely unfunded work that The Salvation Army gladly undertakes across Australia.

Community Meals

There are approximately 350 Salvation Army corps (churches) located across Australia. Many of these corps hold regular and 'special event' community meals by providing breakfasts (including school breakfast clubs), lunches and dinners to disadvantaged people in the community as a part of the CSS program.

Chaplaincy

The Salvation Army is committed to providing essential material and physical support to individuals and families in times of need, but also to providing pastoral care and spiritual guidance. The Salvation Army's chaplains listen, provide support and advice or sometimes are just a caring presence when people are experiencing difficulties in their lives. Salvation Army chaplains have a visible presence and play an important role throughout its social programs. Salvation Army chaplains also work throughout Australia's courts and prisons, where they provide support and advice to individuals and family members when facing challenges with criminal and other legal matters. As part of their commitment to support people in need, Salvation Army chaplains in Victoria also distributed over \$320,000 of material aid in 2013 (not including Christmas Cheer).

Volunteering

The Salvation Army has for many years valued and optimised the generosity of its volunteers—from the collection of donations for the Red Shield Appeal through to supporting the delivery of social programs to vulnerable and disadvantaged people in the community. Without volunteers The Salvation Army would not be as effective as it is in reaching many marginalised members of the community.

Many volunteers support the delivery of programs such as men's sheds, mainly music, budgeting skills, meal services and other community engagement activities. Additionally, volunteers play a crucial role in the provision of Emergency Relief services as a part of the Doorways approach to supporting vulnerable people.

Volunteers are engaged with:

- Activities that promote referral and connection to community engagement programs such as meal services
- Building relationships and trust to support Salvation Army clients in building their personal capacity, social connectivity and self-esteem
- Facilitating the connection point between Salvation Army programs designed to build client's confidence to access referral options
- Providing skills based support to Salvation Army programs and increasing the capacity of The Salvation Army to deliver a larger volume of services than would otherwise be possible.

Research¹⁰ and experience tells us that there are a great many benefits to be derived from volunteering. These include the substantial gains arising from increased:

- Human capital (physical health, psychological capital, knowledge and skills development)
- Social capital (building trust, networks and civic engagement)
- Symbolic value (inspiration, aspiration and role modelling)
- Physical capital (the actual financial and other resource returns to charities by providing the activity).

Another invaluable dimension of volunteering is the opportunity it brings for so many people to participate in the community and "give back".

At The Salvation Army, it would be difficult to count the number of people and stories from those who had fallen on difficult times, then felt confident enough to give back to the communities that supported them when they were in crisis.

¹⁰ Text Box Research Source: <http://institute-project-management.edu.au/research/volunteering/>

DATA RESULTS

From 1 January 2013 to 31 December 2013, 157,005 distinct clients received Salvation Army ER services on 321,218 occasions (episodes of support) (Table 5).

Client and Service Demographics for ER Services

Summary results for The Salvation Army show the distribution of 277 centres providing Emergency Relief nationally. These centres are located in every state and territory, with as many as 92 centres in New South Wales (including ACT), while there were five centres in the Northern Territory (Table 5).

It can also be observed that the national distribution of ER services provided by The Salvation Army aligns closely with the population profile of the states and territories. For example, with 20% of the population located in Queensland, The Salvation Army delivers 19% of its ER services in this state. This pattern (proportion of population and The Salvation Army ER services) is reflected in all states and territories (Table 6).



Table 5: National Summary by State/Territory – ER Services, Total Clients and Episodes

State/Territory	Total No. of ER Centres	Total No. of Clients	Total No. of Episodes
ACT/NSW	92	51,545	95,425
NT	5	2,994	5,419
QLD	53	27,902	47,265
SA	23	15,600	38,651
TAS	11	5,029	12,947
VIC	69	41,351	96,051
WA	24	12,584	25,460
National Total	277	157,005	321,218

Table 6: Distribution of Australian Population¹¹ and Salvation Army ER Services %

State/Territory	% Population	ER Centres	% ER Centres
ACT/NSW	34	92	33
NT	1	5	2
QLD	20	53	19
SA	7	23	8
TAS	2	11	4
VIC	25	69	25
WA	11	24	9
National Total	100	277	100

¹¹ <http://www.abs.gov.au/ausstats/abs@nsf/mf/3101.0>

The significance of capturing first time¹² status allows for the examination of trends (increases or decreases) in the presentation of first time clients as a proportion of all clients accessing services over time. The capture of first time client data also serves to highlight new cohorts of clients who may be experiencing symptoms of poverty and are presenting to services seeking material aid.

Of 157,005 distinct clients, a total of 56,561 new clients¹³ accessed The Salvation Army ER services nationally. This represents 36% of all individuals who accessed the services. By contrast 64% of ER recipients were repeat presentations who had utilised The Salvation Army ER services previously. The proportion of new ER clients varied across the states; where South Australia recorded the lowest rate of new clients (31%), compared to Queensland which recorded the highest proportion of new ER clients (45%) (Figure 3).

Figure 3: New ER Clients 2013

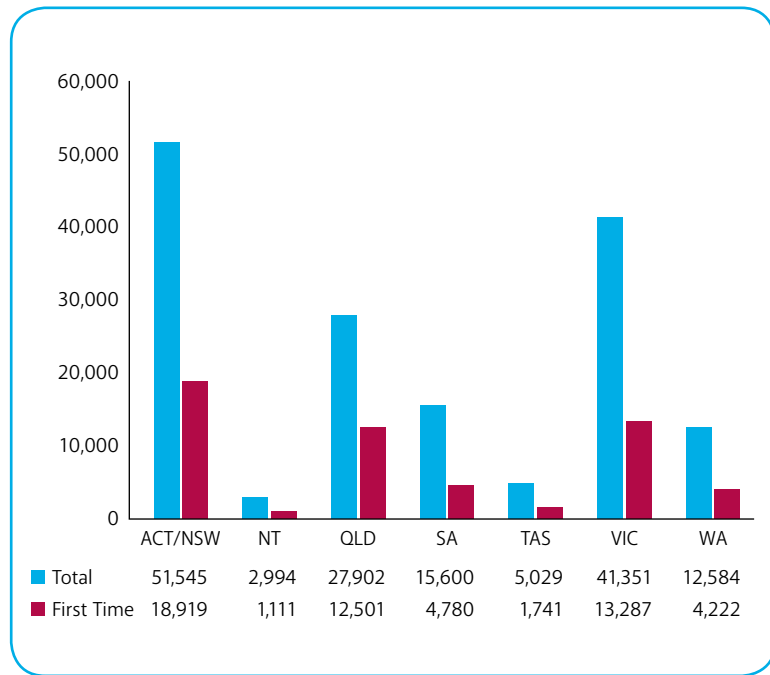
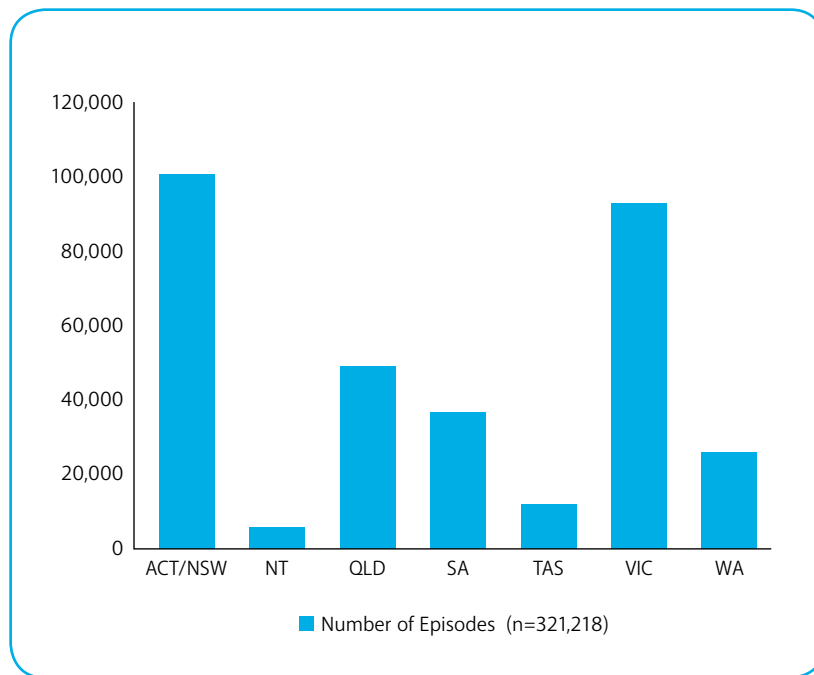


Figure 4: Number of Client Episodes per State

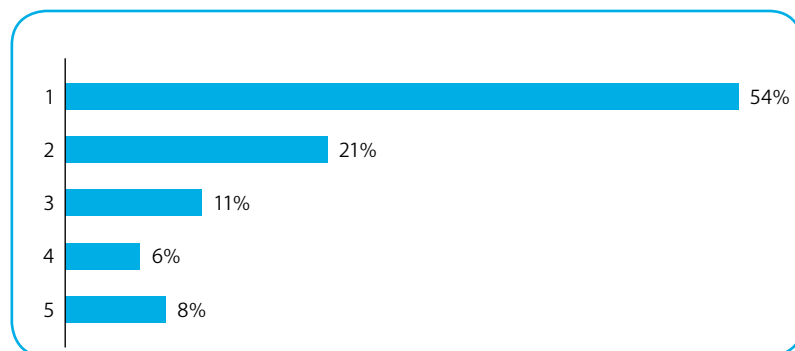


The majority of clients, 54% (n=84,717) accessed emergency relief services on a single occasion during the reporting period. The other 46% (n=72,288) of clients accessed Salvation Army ER on multiple occasions (between 2–5+ episodes).¹⁴ This 46% accounted for an additional 236,611 episodes of ER support. In total 321,218 episodes of ER support were provided (Figure 5).

The data suggests that approximately half of the clients who accessed ER were able to get back on their feet after 1–2 episodes of assistance, compared to 25% who required longer term support. Fourteen per cent of clients required assistance more than 3 times.

During 2013, The Salvation Army provided clients with a total of 321,218 episodes of ER service. New South Wales (including ACT), provided the highest number of episodes (100,716), followed by Victoria with 92,249 episodes. There were 5,427 episodes provided in the Northern Territory (Figure 4).

Figure 5: Repeat Client Episodes



¹² A first time client is someone who contacts a Salvation Army CSS site and receives ER support for the first time.

¹³ Note that for data collection purposes, only one distinct client is recorded in the statistics and does not reflect dependents, partners or others.

¹⁴ These numbers included new and already known clients that have accessed The Salvation Army ER services in the past.

Client Demographics

Gender

Across the nation the majority (59%, n=92,601) of clients who accessed ER services were women.

The majority of ER recipients were aged between 35–44 years (28%, n=43,932), followed by 25–34 years (25%, n=38,555). Those aged 65 years or more (6%, n=8,976) were the lowest recipients of ER (apart from those under the age of 18, 1% n=1,754) (Figure 6).

Figure 6: Age Distribution

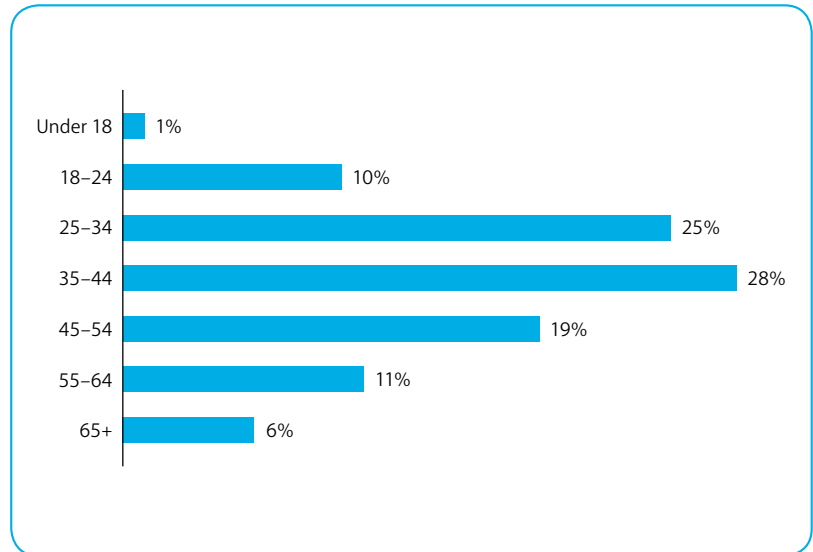
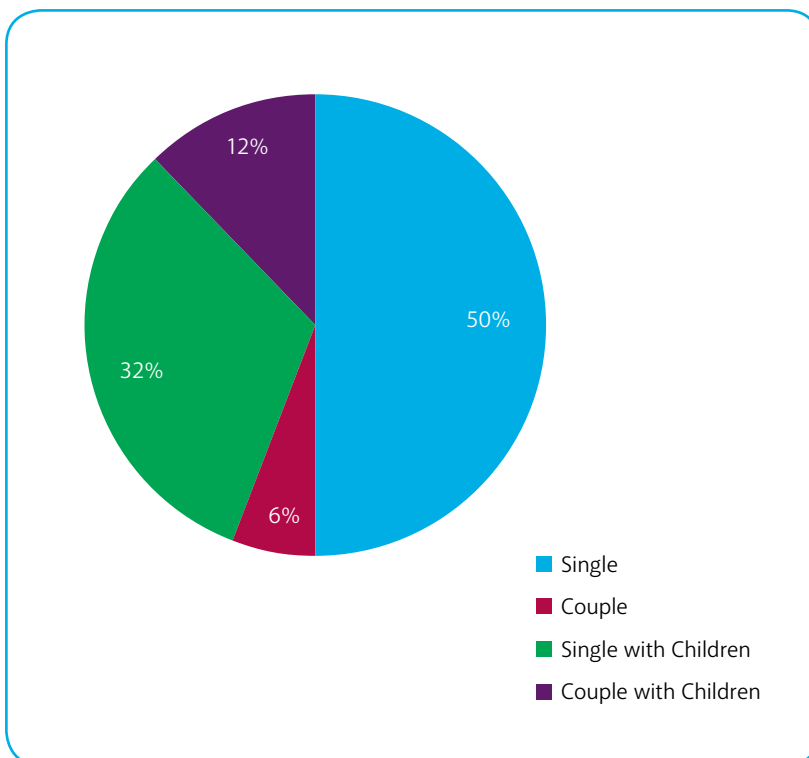


Figure 7: Household Composition



The majority of ER recipients (50%, n=79,515) reported being single without any children. A further 44% (n=68,466) indicated that they were parents with dependent children. Of these 32% (n=49,891) reported that they were single parents with children and 12% (n=18,757) reported that they were a couple with children (Figure 7).

Figure 8: Housing Status

The majority of ER recipients resided in private rental accommodation (49%) followed by 23% who reported living in social housing¹⁵. With the rising cost of housing and shortage of affordable housing,¹⁶ this data may indicate that without timely intervention and adequate supports, ER clients could be subjected to housing crisis. Sixteen per cent of individuals already identified as being homeless¹⁷ (Figure 8).

The majority (82%) of ER recipients were in receipt of government income support. This primarily comprised Newstart Allowance (28%), Disability Support Pension (23%) and Parenting payments (22%). Both the Age Pension and Disability Support Pension (DSP) provide similar financial benefits. However, only 3.5% of the Age Pension recipients requested ER assistance compared to 23% of DSP recipients, which may indicate the higher cost of living with disabilities (Figure 9).

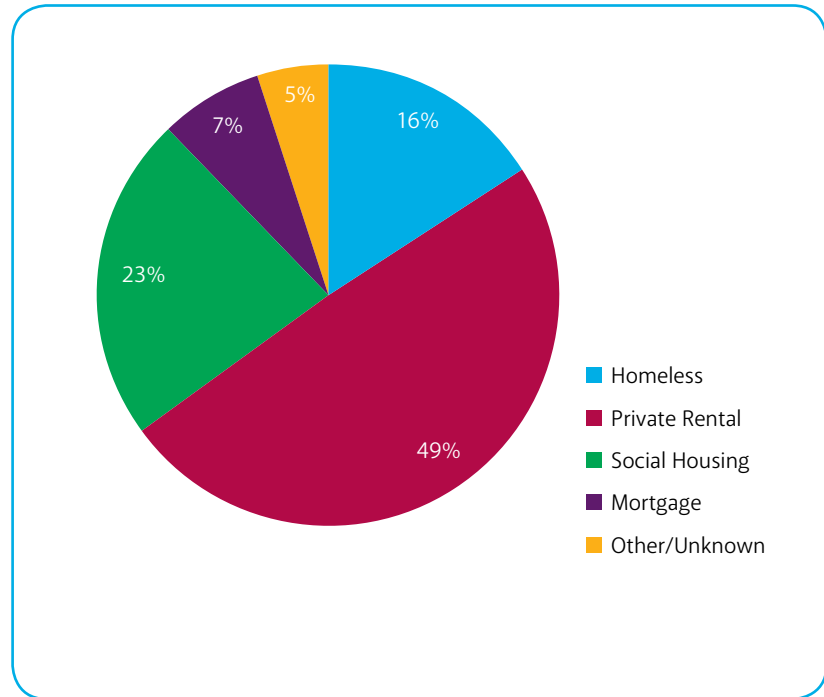
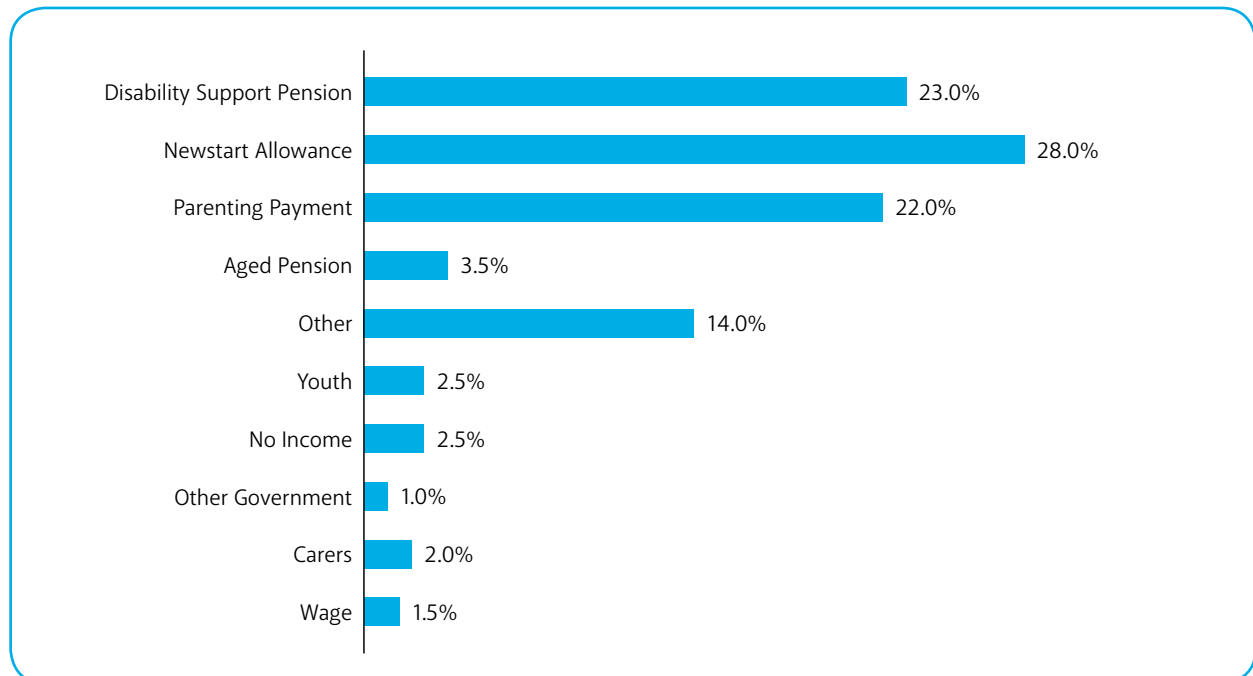


Figure 9: Income Source



¹⁵ Social housing was categorised as Department of Housing/public housing, community housing programs, Aboriginal housing and defence force accommodation.

¹⁶ <http://housingstressed.org.au/get-the-facts/>

¹⁷ Homelessness was categorised as homeless, no accommodation, tent, cabin, caravan, car, billeting/staying with friends, boat, backpacker, boarding house, hotel/motel and crisis/short-term.

Figure 10: Aboriginal and/or Torres Strait Islander Peoples

In 2013, there were 19,285 people who identified as Aboriginal and/or Torres Strait Islander who accessed Salvation Army ER services. This represented more than 12% of the total number of individuals who accessed ER during this period and indicates that Aboriginal and/or Torres Strait Islanders were overrepresented compared to the proportion of the Indigenous population in Australia (3%)¹⁸ (Figure 10).

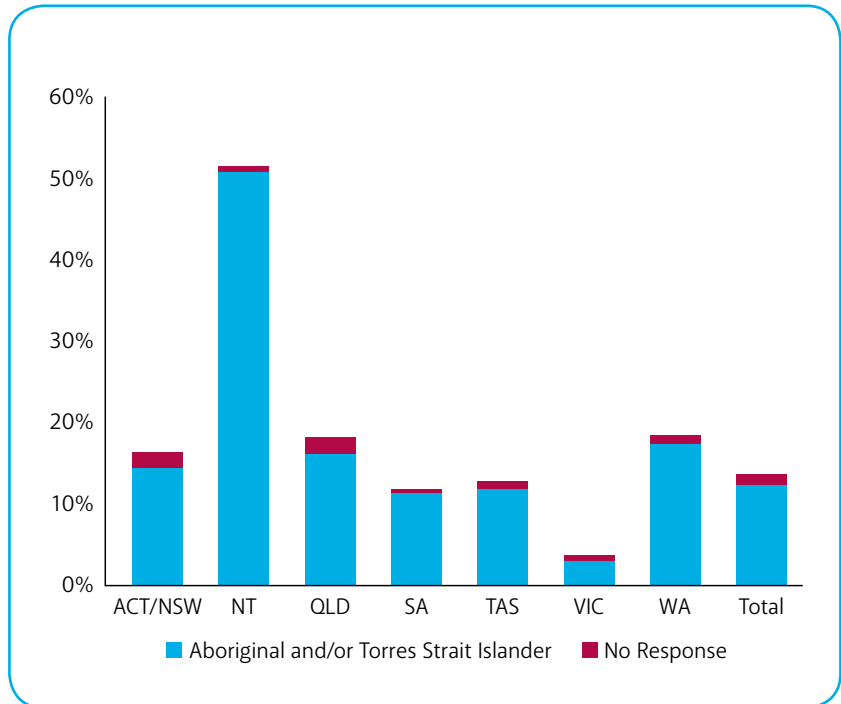
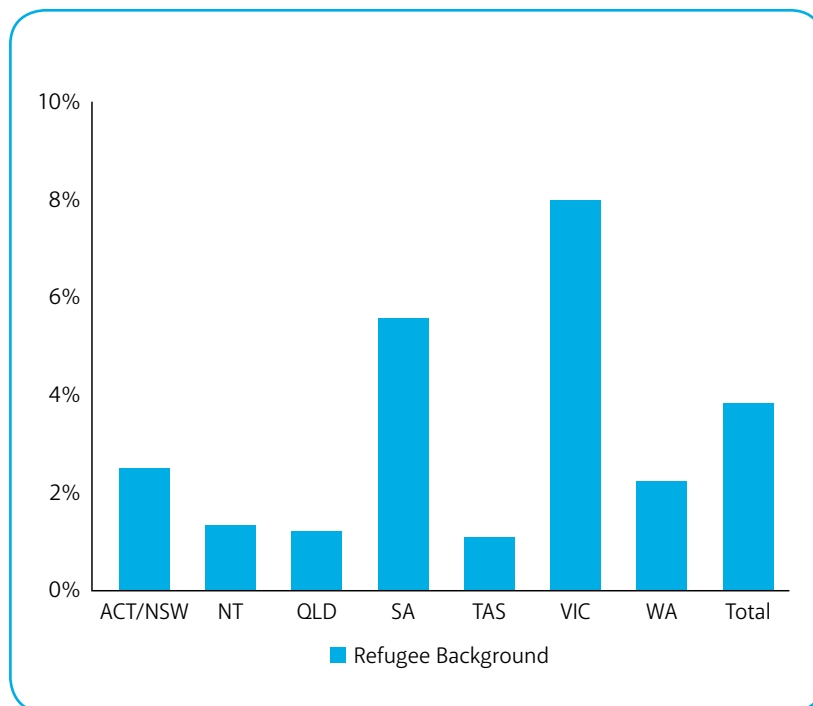


Figure 11: Refugee/Asylum Seeker Status



In 2013, there were 6,637 individuals who identified themselves with refugee or asylum seeker status. Victoria had the highest number (8%, n=3,438) from refugee/asylum seeker backgrounds and accounted for 52% of all refugee/asylum seeker recipients of ER. On average, the refugee/asylum seeker cohort represented approximately 4% of all individuals who accessed ER during this period. This proportion is particularly high given the proportion of the refugee population Australia is only (0.1%)^{19,20} (Figure 11).

¹⁸ Australian Bureau of Statistics, 2011, *Estimates of Aboriginal and Torres Strait Islander Australians*, cat. No. 3238.0.55.001, retrieved 19 August 2014, <http://www.abs.gov.au/ausstats/abs@.nsf/mf/3238.0.55.001>

¹⁹ Refugee Council of Australia (RCA), retrieved on 21 August 2014, <http://www.refugeecouncil.org.au/r/stat-int.php>

²⁰ A Just Australian, retrieved 20 August 2014, <http://www.ajustaustralia.com/info/mythsfacts.php>



IN SUMMARY

The Salvation Army is a significant provider of Emergency Relief services in Australia. For the past 130 years, The Salvation Army has assisted disadvantaged individuals and communities with material, personal and spiritual support. Characterised by a wide and diverse range of professional and informal services and activities, The Salvation Army's Community Support Services provide local hubs for communities to gather and participate in a range of activities and support programs. This research has been compiled to describe our Community Support Services in 2013, as a benchmark against which future service delivery may be measured.

Salvation Army officers, staff and volunteers possess extensive knowledge of the day-to-day operations. They understand the demographics, high levels of poverty and multiple deprivations, presenting needs and deeper challenges faced by people who present to Community Support Services. This research brings together available quantitative data for the first time to provide a national snapshot of The Salvation Army's role in caring for people across Australia.

The key findings outlined in this report highlighted that in 2013 The Salvation Army:

- Was the largest government funded provider of ER
- Provided ER services to 157,005 clients on 312,328 occasions
- Invested \$20.3 million of internally generated revenue towards ER service delivery
- Invested in research to develop best practice approaches to service delivery such as the Doorways approach used in our ER and CSS services
- Provided integrated pathways to a range of diverse and complimentary services through 277 Community Support Services.

The Salvation Army remains strongly committed to delivering high quality, effective and capacity building services to disadvantaged members of the community. This research adds to the body of knowledge gained from recent reports commissioned by The Salvation Army to improve service delivery. It also provides an evidence based platform for advocacy aimed at reforming the structural issues that impact disadvantaged groups.

