

POSITION DESCRIPTION

The Salvation Army – Te Ope Whakaora



Te Ope Whakaora

Position:	Director, Christchurch & West Coast Bridge.
Report to:	National Director Addictions & Health
Location:	Christchurch
Scope:	Upper South Island, including Nelson, Motueka, Buller, West Coast, Canterbury, and South Canterbury.
Date/Version:	January 2026

OUR ORGANISATION

Who we are

The Salvation Army, a beacon of hope and transformation since 1865, operates in over 130 countries under the coordination of our International Headquarters in London. As a registered charity under the Charities Act 2005, we are committed to making a difference.

Our diverse workforce, serving in New Zealand, Fiji, Tonga, and Samoa comprises more than 5,000 people including officers, employees, and a vibrant community of volunteers. We are proud to be recognised as a high-value employer that cherishes the contributions of each member of our caring workforce. Our volunteers, valued members of our Army, help us extend our reach and deepen our impact, embodying our commitment to community service. Together, we strive to continue our legacy of positive change.

Our Vision

Together we live out the good news of Jesus Christ so that everyone can experience hope, wholeness and ongoing transformation – the fullness of life as God intended.

Our Mission

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by love for God. Its mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination. In the context of New Zealand, Fiji, Tonga, and Samoa, we apply this through our local mission statement of caring for people, transforming lives and reforming society by God's power.

Our Values



CONNECTED

We are better together



COMPASSIONATE

We live out love in action



INNOVATIVE

We respond to the changing realities of the world



COURAGEOUS

We do what's right, not what's easy

Te Tiriti O Waitangi

The principles of Te Tiriti o Waitangi, as articulated by the Courts and the Waitangi Tribunal, provide the framework for how we will meet our obligations under Te Tiriti in our day-to-day work.

Tino Rangatiratanga: The principle of self-determination provides for Māori selfdetermination and mana motuhake. This requires The Salvation Army to work with partners in the design, delivery and monitoring of our relevant services.

Equity: The principle of equity requires The Salvation Army to commit to achieving equitable health outcomes for Māori through our services.

Options: The principle of options requires The Salvation Army to ensure that all of its services are provided in a culturally appropriate way that recognises and supports the expression of Te Ao Māori.

Partnership: The principle of partnership requires The Salvation Army to work with iwi, hapū, whānau and Māori communities to design, deliver and monitor services that seek to improve outcomes for Māori.

PURPOSE OF THE TEAM

The Salvation Army Bridge Services provide a range of effective support services in both residential and community-based settings that use a range of evidence-based holistic approaches to reduce the physical, physiological and social harm that can result from the use of alcohol and or other drugs.

The Bridge welcomes diversity and is inclusive of culture, age, disability, sexuality, religion and gender identity and we are also committed to supporting people who experience co-existing mental health challenges and take a kaupapa whānau (working with other services) approach in working together to support the well-being of our tāngata whaiora.

Our services encourage participation in the development and practical application of skills where people are supported to set their own goals and recovery plan in order to reduce the harmful effects of alcohol and or other drugs.

POSITION PURPOSE

The Director is responsible for upholding the Salvation Army's mission and Christian ethos, working in accordance with organisation structures, policies and procedures, as well as the effective strategic and operational management of the Bridge services. Effective strategic and operational management encompasses financial performance of the centre, ensuring residential occupancy levels are reached and maintained, and that all other contractual KPI's and Te Whatu Ora targets are met across all services. Community relationships with external service providers and funders are maintained.

Functional Relationships:

National Bridge Management Team

National Social Mission Leadership Team

All staff

Tāngata whaiora (clients)

Family/whānau of tāngata whaiora (clients)

Referral agencies

Other Alcohol and Other Drug and Gambling providers

Mental Health service providers

Te Whatu Ora Funding, Planning and Outcome team

KEY RESULT AREAS

Model of Treatment

- Commitment to working within and ensuring that kaimahi work within the framework of The Salvation Army Bridge Model of Treatment, The Salvation Army Rātā Kouru Ora Peer Support Model, and other agreed models approved as Bridge recovery interventions.

Policies and Procedures

- The Salvation Army's Bridge Programme national and local policies and procedures are implemented and adhered to.

Tāngata Whai Ora (clients), Family/Whānau

- The Mission Statement and Values are reflected throughout the centres systems, practices, and daily routines.
- Tāngata whai ora (clients), family/whānau surveys are conducted regularly with follow-up.

Cultural Safety

- Committed to the principles of the Treaty of Waitangi as they apply to The Salvation Army Bridge Programme.
- Tāngata whai ora (clients) receive care without discrimination on the basis of race, culture, health, sexual orientation, religion or age.
- Willingness to work with Tikanga and to continue the development of bi-cultural practices within the Bridge.

Leadership

- Staff are motivated to succeed in their role by clear direction, open communication, appropriate delegation, and professional standards of conduct and presentation.
- Effective coordination and planning of the overall organisation and day-to-day running of the centre.
- Regularly meeting with the Bridge management team to review operational and strategic requirements, including specific team requirements.
- Ensuring continuous management and staffing cover exists, including covering for staff where appropriate/required.

Business Management

- A Business Plan is developed annually in conjunction with the budget and is reviewed quarterly.
- The Director accepts accountability for budget planning and annual operating budgets. Variations from budget have reasonable explanations.
- Financial returns are filed, and monthly reports are analysed as received.
- Internal financial audit requirements and recommendations are promptly and effectively addressed.
- Monthly Bridge Reports are submitted to the National Director of Addictions & Health within specified timeframes.
- Contractual performance monitoring returns are undertaken and sent to National Office within specified timeframes.
- Oversees and develops all annual plans for the Bridge centre collaboratively with the Quality Lead and Operations Manager.

Risk Management

- Building security is implemented to ensure tāngata whaiora and staff safety is maintained.
- Risk register is maintained and reviewed regularly.
- A current fire evacuation scheme approved by the New Zealand Fire Service is maintained. All staff are aware of and trained in fire evacuation procedures. Fire drills are conducted satisfactorily at six-month intervals.
- The Director meets the requirements set out in the Salvation Army's Building Act 1991 Compliance Manual Maintenance Procedures.
- An effective Infection Control programme operates.
- Develop and maintain a Business Continuity Plan and Emergency Management Plan which are maintained and known to staff.
- A food safety management programme is operational.
- An effective occupational health and safety programme operates in accordance with legislation and the Salvation Army's Occupational Health and Safety policy and procedures.

Staff Management

- Recruitment and appointment of staff is completed as per policy, and all staff have an employment agreement and job descriptions.
- All staff undertake an orientation programme which are documented in staff files.
- Up to date duty and task lists are available for each position.
- All staff undertake performance reviews on a regular and planned basis.
- An efficient staff roster system operates where appropriate to meet the needs of tāngata whaiora.
- Annual leave is approved on a planned basis known to staff.
- Timesheets are certified correct either by the Director or an appropriate delegate.
- Disciplinary and dismissal procedures are appropriately initiated and progressed when justified as per the relevant employment agreement and in consultation with Human Resources and where appropriate, the National Director of Addictions & Health.

Property Management

- A maintenance programme operates for buildings, plant, furniture, and grounds. Official Minute PRO is adhered to.
- The grounds are safe, well maintained, and attractive.
- Building exterior and interior are aesthetically pleasing.
- The vehicle(s) are maintained in a safe and working condition with current Warrant of Fitness and registration.

Privacy

- The Director acts as the Privacy Officer for the centre and ensures that the principles of the Privacy Act 1993 and the Health Information Privacy Code 1994 are upheld.

Quality Programme

- A culture of continuous quality improvement is upheld.
- An annual quality plan is developed and implemented in consultation with staff.
- Contracted quality requirements are fulfilled, and audits demonstrate that required standards of service are being achieved, with corrective actions completed within required timeframes.
- An internal auditing programme is implemented, and corrective actions are documented and followed through.
- Complaints are processed and responded to as per policy with set timeframes.

Professional Development

- Demonstrates commitment to continuing professional development relevant to the service.
- Knowledge of legislation and regulatory requirements is current and applied.
- Regular professional supervision is undertaken.
- Annual performance reviews are undertaken.

Relationship Management

- Develop and maintain formal and informal strategic networks and partnerships.
- Regular attendance at sector network meetings and involvement in sector projects, including attendance at Navigate Waitata and Central Coordination Service governance meetings.
- Regular promotional presentations to referrers and stakeholders.

Health and Safety

- Undertake Health & Safety Induction as directed.
- Adhere to all Health and Safety guidelines and policies.
- Health & Safety reporting is undertaken according to guidelines and policies.

Mission Support

- Commits to upholding and supporting The Salvation Army mission and Christian values.
 - Supports all Mission Officers and Chaplains associated with the Bridge services overseen by the role.
 - Actively maintains positive communication and effective working relationships with other team members.
 - Supports and assists other members of the team in achieving their goals.
 - Works collaboratively with the other TSA expressions in the area/region in order to maximise missional outcomes.
 - Willingness to work with Tikanga and to develop an understanding of Te Tiriti o Waitangi.
 - Is committed to creating a diverse environment and is proud to be an equal opportunity employer.
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ESSENTIAL QUALIFICATIONS

- Full Registration with DAPAANZ, SWRB or other relevant professional body.
- Qualification in Management or related field is desirable.
- Proven experience and skills in a senior management role and leading teams in a health/social services sector.
- Relevant experience in working with tāngata whai ora with addictions, individually, in groups, and with their family/whānau.

REQUIRED COMPETENCIES & ATTRIBUTES

- Ability to lead a team from a place of authenticity, transparency, humility and compassion.
- Ability to relate to people with addictions with sensitivity, caring, and patience.
- A high level of cultural competence and awareness.

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- Excellent written and oral communication skills, including ability to write adequate records and reports.
 - Excellent networking skills.
 - Computer literate.
 - Demonstrates tact, discretion, and confidentiality.
 - Commitment to quality improvement processes.
 - Works well as a team member and maintains good working relationships with colleagues.
 - Self-organising: good organising and administration skills.
 - Understanding of, respect for, and ability to work with the Salvation Army's mission, principles, and Christian ethos.
 - Good health and physical fitness.
 - Flexibility.
 - Sense of humour.
 - Ability to travel to attend Director's meetings.
 - Ability to develop and implement plans.
 - Current driver's license.