

# Structure Coordination and Design Project Completion Report



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## Executive Summary

The Salvation Army United Kingdom and Ireland Territory (UKI) exists to participate in the mission of God so people experience fullness of life with Jesus. To achieve this vision, the UKI has five mission priorities: to share the good news; nurture disciples of Jesus; care for creation; serve others without discrimination; seek justice and reconciliation ([click here](#) for more information). All this work must be done in accordance with our Values ([click here](#) for more information).

The Structure Coordination and Design Group (SCDG) was appointed in January 2021 to ‘develop and design’ structures and processes resulting in appropriate support and oversight for local mission units. The Cabinet set three desired outcomes for the Structure Coordination and Design Project (SCDP): Transformation, Integration and Streamlining. This Project Completion Report is the closing document that records what the SCDG set out to do, what we did, what we didn’t achieve and what still has to be done to achieve the desired outcomes. In short, this is the primary SCDG reference document for people to use to understand the project journey.

The SCDG concluded its work in December 2023. This Project Completion Report builds on the Update Report published in September 2022 and gives an overview of three years of work. It also includes a Handover Plan to be monitored by the Territorial Operations Board during 2024.

Throughout the life of the SCDP, prayer and theological reflection have been central to our way of working. The Faith Based Facilitation process was a key methodology. Specific prayer meetings were held at critical times. People were encouraged to name ‘Kairos Moments’ when the Holy Spirit gave insights. For example, during a Cabinet meeting at the end of 2020, the leaders sensed the importance of THQ and DHQ being viewed as one with a shared responsibility for joined up ‘support, oversight and release’ for everyone involved in local mission delivery. Many insights did not come at once but gradually emerged and were confirmed repeatedly throughout the project.

In 2021, the SCDG listened to as many voices as possible through 25 forums, a survey completed by more than 1,400 people, and other meetings which all explored the same question: ‘What is needed for local mission to flourish?’ Thirteen Divisional Design Groups worked from January to April 2022 to reflect on the Listening Phase and raise areas of concern. The UKI Territorial Leaders Conference in May 2022 spent three days discussing proposals considering information gleaned from the Listening and Design Phases. Following TLC, the UKI Cabinet had a two-day meeting with the SCDG. The responsibility for addressing these issues was given to the Chief Secretary’s office and the four THQ Services (Mission, Personnel, Business Administration, Communications). This work is not all finished and the CS’s office and Territorial Operations Board (TOB) will monitor the work into 2024.

The focus of the project has been to enable local mission flourishing which was summarised in a ‘flourishing equation’:

**Local Mission Flourishing = Local Mission Delivery + Support + Oversight + Release**

Throughout the project, proposals were assessed in terms of their likely impact and associated risks. The following risks were identified with mitigation actions agreed: avoid ‘Big Bang’ change; make a compelling case for change; mitigate against apathy and cynicism; motivate officers, territorial envoys and paid local spiritual leaders; consult well with employees; cost proposals before implementation.

In summary, the following changes have been, or are in the process of being, implemented:

### **1. Headquarters provides appropriate support, oversight and release:**

- 1.1 The UKI Territory now comprises 14 divisions compared to the 22 divisions established by the Fit For Mission Project in 2015. In addition, seven service centres have been closed.
- 1.2 New divisional boundaries have been formed mainly based on county and national boundaries although some exceptions have been agreed due to local requests based on better mission outcomes. Maps have been produced for all 14 divisions plus one territory map (see Appendix 5).
- 1.3 The roles and responsibilities on DHQ teams have been reviewed and greater variation permitted across the territory in the spirit of ‘release’. The concept of Divisional Leaders has been clarified and strengthened. New briefs of appointment (BOAs) have been approved for officers at DHQ with a Responsibility and Task Matrix enabling greater flexibility and contextualisation. New posts have been created to invest in family, youth and children’s workers. New posts have been created for administrative staff at DHQs to reduce the administrative burdens on corps and other local mission delivery settings.
- 1.4 Support and oversight from headquarters (THQ and DHQs) is being explained in a new integrated Manual of Operations. This will be launched in 2024 as part of the new OurHub.

**2. Increased focus on Local Mission Delivery:** While addressing issues related to Local Mission Delivery (LMD) was not the focus of the SCDG work, a flourishing UKI Territory requires impactful LMD. There is little point in effective support and oversight unless it leads to LMD. The SCDG identified several actions required to improve local mission delivery.

**3. Culture Change:** Both the FFM Review and the Structure Development Working Group (SDWG) emphasised the need for culture change across the territory. This was confirmed during the Listening Phase of this project. A number of initiatives have helped to start to change the culture in positive ways: the Identity Task Force has provided clarity in terms of vision, mission priorities and values; the Valuing People Framework including the Values Behaviour Framework has clarified the way we should work together; the Stewardship Principles have clarified how

we will use the resources given to The Salvation Army; there has also been work on inclusion, diversity and leadership development which is helping create stronger, more effective teams across the territory. Not all this work was initiated or oversighted by the SCDG but has contributed to the desired outcomes of transformation, integration and streamlining.

- 4. System and Process Improvement:** One of the main concerns across the territory related to headquarters systems and processes not working well. All Divisional Design Groups (DDGs) raised concerns about systems and processes. The TLC in May 2021 described territorial processes as 'horrendous'. The DDGs and others raised 305 issues. When these were analysed they translated into 107 active issues for Service Design Groups (SDGs) to consider. As at December 2023, 63 issues have been resolved with 44 issues being worked on. Some of these have overlapping dependencies. The SCDG proposes that the CS's office, oversighted by TOB, takes this work forward. A new Manual of Operations is being developed to clearly set out how headquarters (THQ and DHQs) support and oversight local mission delivery.
- 5. Data:** The SCDG has championed the importance to the territory of quality and quantity of data. This work is being taken forward by a Management Data Group. A set of principles for Data Management have been endorsed by Cabinet (see Appendix 4).
- 6. Communications:** Previous change programmes have been criticised for a lack of communication. The territorial leadership invested in communication with the secondment of an experienced fulltime communications professional throughout the project. The number of complaints were minimal and far fewer than in the past.
- 7. New Structure Cost Analysis:** Calculating the financial impact of these changes is complicated given the impact of the COVID pandemic, higher energy costs due to war in Europe and a cost of living crisis. However, the Finance Department calculate this project has delivered just under £2.4 million in reduced support and oversight costs (THQ and DHQ). £1.5 million has been invested into local mission delivery (new mission roles and additional corps administration support). The net savings are just under £1.1 million per annum.

The report concludes with the SCDG's assessment on progress since the September 2022 presentation to SATCo. There is also a tentative assessment of progress towards the three desired outcomes of transformation, integration and streamlining. Finally, the report sets out next steps and presents a handover plan for SATCo's consideration. The proposal being that the Territorial Operation Board is tasked by SATCo with monitoring the implementation of the plan.



## 1. Project Overview

The Structure and Coordination Design Group (SCDG) was appointed in January 2021 by the Chief Secretary to help the UKI Territory achieve greater local mission flourishing by coordinating and designing appropriate support from headquarters.<sup>1</sup> The SCDG built on the Fit For Mission Review (2019) chaired by Lieut-Colonel Dave Kelly (then, Secretary for Communications) and the Structure Development Working Group (2020) chaired by Lieut-Colonel Mike Highton now retired but a former SATCo director and long-serving divisional commander (DC).

Three desired outcomes were agreed by Cabinet for the Structure Coordination and Design Project (SCDP):

- **Transformation:** Increase the capacity of locally based Salvation Army work<sup>2</sup> to contribute to the five mission priorities (share the good news; nurture disciples of Jesus; care for creation; serve others without discrimination; seek justice and reconciliation).
- **Integration:** Build strong and effective collaboration between all aspects of Salvation Army work in a geographical area.
- **Streamlining:** Design appropriate, effective, efficient and sustainable structures and processes that enable local mission to flourish.

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<sup>1</sup> See Terms of Reference in Appendix 1.

<sup>2</sup> 'Locally based', Local Mission Flourishing (LMD) and 'Local Mission Flourishing' are terms that include all aspects of Salvation Army work that directly connects with people in communities such as corps, fresh expressions, pioneers, core recovery church, Lifehouses, care homes, anti-trafficking work, chaplaincy, employment services, debt advice, charity shops and other services. Not all 'local mission delivery' or 'support' functions are line-managed by DHQ but everyone's priority must be local mission flourishing.

To achieve the desired outcomes, the project was structured around four main stages:

## Project Stage 1: Listening

Prayer was a constant foundation of the SCDP as people across the territory sought wisdom and insight from God. Proverbs 15:22 was instructive: ‘Plans fail for lack of counsel, but with many advisers they succeed’ (NIV). Prayer gatherings were held as part of TLC May 2021; territorial leaders issued a call for prayer and discernment; a focused prayer group for the SCDG met regularly in 2021/22 to support the process.



In 2021, it was recognised that coming out of the pandemic was an opportunity to engage all parts of the territory ensuring a wide diversity of voices focusing on ‘local mission flourishing’. Therefore, opportunities to listen to each other were enabled through 25 forums where a facilitation team led groups of people (15-25) to reflect on the question ‘What is needed for local mission to flourish?’ More than 1,400 people responded to a survey which explored the same question. More than 40 leadership teams across the territory had discussions and submitted their reflections to [transformation@salvationarmy.org.uk](mailto:transformation@salvationarmy.org.uk). The Research and Development Unit produced [a report](#) analysing all the feedback.



## Project Stage 2: Design

The desired result of the SCDP is to help locally based Salvation Army work to flourish. The key factors needed for local mission flourishing are summarised in the following ‘Flourishing Equation’:

**Local Mission Flourishing = Local Mission Delivery + Support + Oversight + Release**

Local mission won’t flourish if Local Mission Delivery (LMD) fails. Equally, LMD is not sustainable unless it has appropriate support and oversight. It is pointless having excellent support and oversight if local mission units are unable to deliver the mission or find it a frustrating, exhausting experience. The SCDP was not mandated to address LMD concerns – other work is being done across the territory to expand and improve mission delivery.

The SCDP focused on the ‘Support, Oversight and Release’ part of the equation. Salvation Army people must be appropriately supported and able to account for their work. Thirteen Divisional Design Groups (DDGs) were appointed in December 2021 and asked to focus primarily on processes and structures that ‘Support, Oversight and Release’ local mission delivery units. DDGs also reviewed current divisional boundaries and made recommendations.<sup>3</sup>

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<sup>3</sup> For more information on the work of Divisional Design Groups please see the SCDG Finding and Proposals Report (September 2022).

DDGs were asked to sense-check all process and structural proposals against three ‘tests’:

- This support and oversight will clearly increase the capacity for local mission delivery and result in local mission flourishing.
- This support and oversight is essential to strengthen and sustain the Christian identity of The Salvation Army.
- The oversight or information is legally required and therefore must be acted upon.

Everyone involved in this work was asked to be constantly aware of excessively complicated processes and systems that are well-meaning but unnecessary, costly or can even inhibit local mission flourishing.

The SCDG sought to work in line with the territorial strategy owned by SATCo and Cabinet. The Annual Report 2020/21 sets out the territory’s approach to strategy:

‘Our territorial strategy is to encourage effective and flexible activities focused on helping people experience life in all its fullness across all the communities in the UK where we have a local presence. “Fullness of life” is a scripturally inspired aim which now forms the heart of our new vision statement. The territory deliberately does not have a prescriptive, directive strategy for its delivery at corps or centres. Instead, we strategically prioritise local responses to local needs as the way we choose to work across the UK. Alongside the locally driven operations, The Salvation Army operates centrally coordinated and managed social services. These services are managed in a top-down model due to the vulnerability of the people needing help and because of statutory regulations and contract requirements. At a local level, all parts of The Salvation Army are encouraged to work together to bring lasting change at local as well as national level – we call this “integrated mission”.’

### Project Stage 3: Impact Analysis

A risk-based approach was used to assess the impact of the proposals upon The Salvation Army in the UK and Ireland. As we reflect on the project, the SCDG notes the following risks were identified and mitigated:

#### 3.1 Mitigate risk by avoiding ‘Big Bang’ change.

Since the Fit For Mission Review, the advice to territorial leadership has been to listen and involve as many people as possible in change processes and avoid any potential ‘big bang’ change moments. For example, the divisional leaders at TLC in May 2021 were very uneasy about more change.

Therefore, throughout the project, there were attempts to learn lessons and seek continuous improvement. For example, a group reviewed the experience of the ‘Early Adopter Divisions’ (North West; East of England; Wales; Southern) through visits to the divisions which enabled people to listen and learn lessons.

#### 3.2 Mitigate risk by making a compelling case for change.

Every change programme needs a convincing and well-communicated rationale. In September 2022, the SCDG set out a rationale for change – see pages 7-8 in the [SCDG Finding and Proposals Report](#). In summary, we must act now to achieve transformation, integration and streamlining in the United Kingdom and Ireland Territory because:

- We must prioritise local mission flourishing because this is God’s mission and we know our loving Heavenly Father wants people and communities and The Salvation Army to flourish.



- To help people flourish, we need to focus on our five mission priorities: to make disciples of Jesus, to share the good news of Jesus; to serve without discrimination; to seek justice and reconciliation; to care for creation.
- The people delivering The Salvation Army's mission have told us they find many of our current processes and structures a burden. Therefore, we must integrate and streamline the way we work.
- Our costs for support and oversight must be kept realistic, prudent and effective so we can spend/release more money on local mission delivery. We must ensure that we have the data to prove that donations from the general public, as well as our loyal members, are always being used effectively.

### 3.3 Mitigate risk of internal apathy and cynicism

Many people in the territory were scarred through the Fit For Mission (FFM) process and, fairly or unfairly, there was a high degree of cynicism, apathy and distrust about another change process. Several actions were taken to mitigate this risk:

1. Communication with internal audiences was prioritised. A monthly update was sent to all staff and printed in *Salvationist*. Everyone was encouraged to email a dedicated mailbox ([transformation@salvationarmy.org.uk](mailto:transformation@salvationarmy.org.uk)) with their questions. Every email received a personal response usually from the chair or project manager.
2. Efforts were made to streamline the different messages and approaches that THQ departments were promoting. Many well-meaning initiatives had been developed by THQ teams but the cumulative effect was overload and confusion for those responsible for local implementation.
3. Divisional leaders were regularly updated and included in the decision-making process. Senior leaders and the Cabinet were updated at each meeting so the SCDG proposals did not come as a surprise to leadership.
4. Divisional Design Groups included a wide range of internal voices in consideration of options – particularly related to divisional boundaries.
5. External management consultants were not used in this project, but efforts were made to include as many internal perspectives as possible throughout the process. For example, facilitators (two Salvationists with professional expertise) guided two and a half days of discussion at the Territorial Leaders Conference in May 2022. There was a good spirit of shared purpose underpinned with times of prayer and reflection.
6. The people appointed to the SCDG by the Chief Secretary did this work in addition to their day-to-day responsibilities. This was demanding but much lower cost than FFM. The membership of the SCDG evolved throughout the three years of the project with appropriately skilled, experienced people included as required. Tribute must be paid to all members of the SCDG who invested significant time and energy into the project. See Appendix 1 for a list of SCDG members.

To address apathy and cynicism, the SCDG emphasized the importance of local mission flourishing and where possible to move resource from oversight and support into local mission delivery. The reduction from 22 divisions to 14 has reduced costs and enabled a redistribution of resource. For example, the regional service centres developed by Fit For Mission have also been closed with a reduction in specialist staff (who focused on support and oversight) and an increase in staff involved in local mission delivery with new mission roles and increased administrative support.

### 3.4 Mitigate risk of a lack of motivated and equipped officers, territorial envoys and paid local spiritual leaders

- Sustainability has been central to the work of SCDG in several ways. The sustainability of leadership was a significant contributor to the consideration of the number and size of divisions. The average age of UK officers is in the mid-fifties meaning that a large percentage will retire within the next ten years. Currently retirements far outweigh new commissions.

Measure	2022	2030 estimate	Comment
No of UK officers	893	595	These are individual officers rather than officer units.
No of officers available for UK appointments	863	565	UKI officers less those serving overseas or IHQ plus reinforcement officers from other territories.
Total spiritual leadership available	926	628	Includes Territorial Envoys but excludes employees.

Work is ongoing relating to how officership and paid local leadership might be enacted to address this downward trend (see below) but on current trends the table above shows a significant reduction in the availability of spiritual leadership from which DLs etc can be appointed.

The territory will always need to assess how much resource (people and finance) to invest in local mission delivery versus what is needed for support and oversight. The following figures show there has been some progress in deploying an increased percentage of officers in appointments related to local mission delivery.

- Officers in appointments related to Local Mission Delivery = 80.4 per cent as at 30 September 2023 (79.2 per cent in 2020 and 81.5 per cent in 2017).
- Officers in appointments related to Support and Oversight = 19.6 per cent as at 30 September 2023 (20.8 per cent in 2020 and 18.5 per cent in 2017).

It is inevitably a difficult choice and requires open and frank discussions. This was modelled throughout the SCDP. For example, divisional leaders fully participated in the proposals for staffing of the new divisional teams resulting in realistic proposals and a collaborative spirit between THQ and DHQ decision-makers.

The Personnel Service has led several initiatives in parallel with the work of the SCDG to address these issues. These include:

- Commission on Officership and Paid Local Leadership
- The Dignity in Covenant Working Group
- Review of the Occupational Requirement for Employed Spiritual Workers

The results of this work are being gradually implemented as part of the territory's commitment to developing a culture of continuous improvement.

The reduction in the number of divisions and the encouragement to consider different ways of delivery support and oversight of mission has resulted in some significant changes to officer deployment and development in divisions. Changes have included increased peer support, more practitioner roles, less hierarchical structures and more flexible hybrid options.

	As of 31/03/2019	As of 30/09/2023	Resulting in
Officers with fulltime DHQ roles	96	74	22 fewer officers in fulltime DHQ roles
Corps Officers with additional divisional responsibilities	54	79	25 more COs with additional divisional responsibilities (some with two additional divisional roles)

The range of roles available as additional divisional appointments has also changed, increasing from divisional Safeguarding, Candidates, Ecumenical, Prayer and Emergency Services roles in 31/03/2019 to the addition of Divisional Intercultural Mission Officer, Divisional Area Officer, Divisional Mission Officer, Divisional Personnel Officer and Divisional Youth Officer as additional divisional responsibilities for some COs in some divisions, since 30/09/2023.

The opportunity for officers to minister in additional appointments is enabling and providing resource, capacity, and leadership to additional areas in delivering and supporting mission. It is also providing officers a positive and helpful contribution to their fulfilment, through which they will gain experience, skills, and knowledge for their leadership development. We will need to monitor the effect of this change on the substantive appointments. In valuing the benefit that additional appointments bring to both officers and their appointments, it will be important for the wellbeing of officers for personal resources and boundaries to be managed well.

### 3.5 Mitigate risk by careful attention to the employee consultation processes.

The territory learnt lessons from previous employee consultations resulting in minimal complaints or appeals throughout the SCDP.

The changes to divisional boundaries had a significant impact to divisional personnel, mainly affecting employees and officers based within DHQs. These employees were therefore prioritised with regard to starting the consultation process. The removal of service centres also affected those employees whose roles had a regional remit, and consultation for this group was also required, though on a smaller scale. A two-phase consultation process was therefore undertaken to implement the changes. A dedicated HR steering group was created to ensure consistency of approach, information sharing and outcomes.

#### 3.5.1 Divisional Employee Consultations

Eighty-nine divisional employees were affected by the changes across 20 former divisions. A full and formal consultation process was conducted to make changes as required to office locations, role profiles, job titles and staffing structures. Changes were successfully implemented for 88 employees. Only one employee was unable to be redeployed and subsequently made redundant.

Overall, the consultation and implementation process went smoothly, with no major issues or shortcomings apparent along the way. Positive feedback was received by members of the HR Delivery team, including comments such as people appreciated the approach that had been taken to consultation, people felt heard, and that they saw how their feedback had influenced the final decisions made, thereby ensuring integrity during the process. It is crucial that while such discussions are difficult, ensuring that the individual feels valued and engaged in a manner which upholds our desired behaviours outlined in the Valuing People framework, is key to ongoing future relationships.

Comments were also made by divisional teams to express their appreciation that their local HR Delivery teams were supporting them through the process on a local level – having a named person to support had a positive impact on what is a difficult and emotive process. In comparison with previous change management processes (eg. FFM, Regional Specialists) the divisional consultations had a much softer impact on employees, with minimal negative reactions and minimal known long-term detriment to employee welfare or engagement. Going forward, any future changes to DHQ staffing structures will be led on an individual basis by divisional leaders, according to their own divisional strategies and timeframes, and with support from HR.

### **3.5.2 Regional Employee Consultation**

The changes to divisional boundaries and the removal of the service centres and regional structure impacted several THQ teams, where employees had been based at a service centre, or had been previously responsible for supporting a designated region (which no longer exists). These changes were generally less impactful than they were for divisional staff, however some groups of employees nonetheless require formal or informal consultation. The changes needing to be implemented broadly fell into the following categories, or a combination of these: job title, geographical scope of role, work base, contract type and job profile.

The HR team is working with the relevant department managers to implement the changes at the earliest opportunity, taking into account alignment with other planned changes as required.

### **3.6 Mitigated risk by costing proposals before implementation.**

As well as resource sustainability, financial sustainability was a related and equal consideration. The overall financial position of The Salvation Army is healthy but recent trends are for level income with increasing expenditure. Financial Sustainability is complex given the differing demands on the General Reserve, Designated Funds (both unrestricted) and Restricted Funds. Historically operational budgets have sometimes been underspent. Caused by a variety of reasons including projects and property works progressing more slowly than planned and staff vacancies being carried through the year (though often savings are offset by agency costs). In addition, gains on property sales and investments (historically not included in the budget) can make a big difference to the bottom line in the annual accounts. Financial sustainability is also affected both by the cost of support and oversight and the ability of mission delivery to be self-funding.

A Finance Working Group established the cost of all proposals in terms of impact on operating costs prior to implementation being agreed. The result of the implementation in the 2024/25 budget compared to pre-SCDG can be found in section 4.7.

While the project was not given a specific cost-saving objective, the project team had held an underlying motive that any proposal should aim to release funding from support and oversight to mission delivery.

#### **Support and Oversight**

The overall cost of indirect support to the work of The Salvation Army was £38m in 2019/20. According to the allocation methodology some £14m of this would be ascribed to corps activity, with £12.3m ascribed to the activity of the Social Work Trust. In addition, the direct support of DHQs amounted to £7.8m of expenditure, with the direct support of SWT an additional £5m.

Overall, the £38m represents approximately 12 per cent of expenditure. Though this favourably compares to many large organisations, it does still represent a significant expenditure. For corps the cost of indirect support amounts to some £22,000 per corps. This doesn't seem unreasonable. Could a corps employ staff delivering all governance, legal, HR, IT, Communications, Mission Service and finance support and oversight for a lesser amount?

The challenge for any indirect and direct support function is to ensure their provision meets the needs of the organisation in an efficient and effective manner. Benchmarking this in an objective and therefore measurable way is a challenge.

### Mission Support

The need to support local mission delivery through Legacy Mission Support and Territorial Mission support has grown significantly in recent years as member giving has declined in value.

	Corps Legacy Mission Support	Territorial Mission Support	Member Giving
2016/17	£2.51m	£6.85m	£19.13m
2017/18	£1.97m	£8.70m	£19.33m
2018/19	£3.15m	£9.61m	£18.80m
2019/20	£3.78m	£8.61m	£19.48m
2020/21	£3.24m	£12.18m	£17.08m
2021/22	£2.54m	£12.27m	£17.08m
2022/23	£2.67m	£13.40m	£18.29m
2023/24 Budget	£4.77m	£19.03m	£15.46m

Some 75 per cent of corps now require some level of mission support. This is not a debate about whether Mission Support funding is appropriate. From a financial sustainability point of view the question is what level of Mission Support is affordable, and to answer this first requires an answer to an initial question of the relative strategic priority of funding corps compared to other uses. The mission flourishing related question is what impact is being made given this funding.

Please see Section 4.7 New Structure Cost Analysis for more information on the financial impact of the changes initiated by the SCDP.

## Project Stage 4: Implementation

The territory has committed to embedding a culture of continuous improvement into the way we work. Therefore, SCDG implementation was intentionally gradual with opportunities for learning and adjustment. Five key areas emerged as priorities for the project considering the first three stages of the project. Some of these priorities overlap and all are needed for local mission flourishing:

- 4.1 Headquarters provides appropriate 'support, oversight and release'.
- 4.2 Increased focus in Local Mission Delivery.
- 4.3 Culture change.
- 4.4 Systems and process improvements.
- 4.5 Better use of data in decision-making at all levels.

There is some overlap between the five areas and they need to be implemented together to achieve the desired outcomes of transformation, integration and streamlining.

### 4.1 Headquarters provides appropriate 'support, oversight and release'.

A Kairos Experience during a Cabinet meeting in late 2020 was the realisation that 'support, oversight and release' provided by THQ and DHQ should complement each other in the service of local mission units. There must be no competing for power or authority. We need to promote and model relational ways of working rather than perpetuating hierarchical approaches.

Support and oversight need to be flatter, using more matrix ways of working, including peer-to-peer practitioner roles as well as headquarters support through the lens of service as a means of loving God and others. It is hoped that practitioner-based support and oversight will become increasingly common across the territory. This requires the way headquarters has delivered 'support and oversight' to be transformed through:

- Deepening relationships that will require intentionality by THQ, DHQ and local leaders and teams.
- Streamlined processes.
- Processes must serve LMD and not simply make life easier for headquarters.

This will require adoption of a culture of continuous improvement if we are to achieve the SCDG desired outcomes of transformation, integration and streamlining. The desire to 'release' has to be held in tension with the desired outcomes for 'streamlining' and 'integration'. Some consistency is essential. For example, DHQ employee job profiles will remain consistent across all divisions.

Three priorities were identified:

1. Reduce the number of divisions.
2. Develop effective headquarters structures.
3. Develop an integrated Manual of Operations.

#### 4.1.1 Reduce the number of divisions

Fit for Mission established 22 divisions in 2015 (map pictured, overpage). This was widely felt to be unsustainable, and in some cases, the divisional boundaries were viewed as illogical. In late 2021, the Cabinet approved a set of principles to be used when considering divisional boundaries:

1. In accord with all groups who have considered this matter since Fit For Mission (FFM), a reduction in the number of divisions is required.<sup>4</sup>
2. Divisional boundaries should not cross local authority boundaries.<sup>5</sup>
3. Cultural, language and geographic issues be fully considered when determining the size, scope and shape of each division.
4. Not every division needs to be the same size (geographically or number of corps or personnel) and that DHQs would be adequately resourced based on the needs of that division to support and encourage local mission to flourish.



The SCDG developed three options for divisional boundary changes based on feedback from Divisional Design Groups (DDGs) and the Listening Phase of the SCDG Project. These were presented and discussed at the Territorial Leaders Conference in May-June 2022. Subsequently, the UKI Cabinet endorsed the establishment of 14 divisions.<sup>6</sup> This was subsequently approved by IHQ and SATCo based on the following rationale:

- Effective and sustainable support and oversight of corps and other local mission delivery units are the priority. Therefore, the size of divisions and the staffing of DHQ teams will depend on the divisional context. One size does not fit all.

4 FFM prioritised divisions of very similar sizes. Therefore, divisional boundaries were, in some places, illogical and seen locally as detrimental to mission delivery. In addition, 22 divisions of similar size do not give opportunity for divisional staff to progress from smaller, more simpler divisions to larger more complex divisions.

5 Local Authority and county boundaries are important for developing relationships and working with external partners such as local authorities, ecumenical and interfaith groups. FFM used motorways to determine divisional boundaries which has meant some divisions cover more than one local authority leading to confusion.

6 Part of the FFM Review Group rationale was to reduce the number of divisions from 22 to between 11 and 13. Their report explained that the reduction in the number of active officers in the territory would require a different pastoral care model because divisions would be larger. The SCDG agrees with this conclusion and were reassured by the FFM comment: 'If there were 12 divisions, the ratio of DLs to officers would be the same as that of 2000, when we had 1,500 active officers.'

- As the priority is local mission delivery, support and oversight costs must be kept to a minimum so as much resource (people as well as finance) is available for local mission delivery. Twenty-two divisions established in 2015 did not prove to be efficient or sustainable. However, there is still an important role for divisional support and oversight so divisions must not be so large that local mission units feel detached from DHQ. Relationships are key – hence the current proposal is for 14 divisions and significant adoption of more geographically based support and oversight. An ‘Area Officer’ model like that currently used in Australia was considered appropriate in some divisions.
- Divisions have porous boundaries when it comes to Salvation Army people building relationships across divisional boundaries. The old approach of divisions or corps working in isolation should be replaced with more relational and collaborative ways of working. However, it is also recognised that good administration needs clarity of responsibilities and effective processes.
- Divisional leadership teams (however they are constituted) will enable emergent, horizontal, collaborative and often peer-to-peer relationships of accountability and mutuality. We need those relationships to result in information and resources sharing, problem resolution, regular (local or peer to peer) care and equip meetings resulting in and improved local mission delivery that ultimately results in people and communities flourishing. This is a change from the highly structured and bureaucratic ways of working in the past. It is also a change from the managerialist approaches in the 1990s.
- A reduction in the number of corps over the next decade is very likely. While this may ultimately lighten the workload of DHQ teams, there will be increased pressure on DHQ teams in the interim to manage the change process of closures while also identifying and investing in new opportunities. In establishing these divisional boundaries, we hope they do not need to be adjusted in the foreseeable future. In developing this structure, it is envisaged that while the number of people involved in ‘support, oversight and release’ may change over the years, the divisional boundaries will remain constant.
- Divisional boundaries, with a few minor exceptions, follow local authority boundaries to enable greater collaboration with local government agencies and ecumenical bodies. However, cultural ties between corps that cut across divisional boundaries should be encouraged and facilitated as is already happening in many places. A few exceptions to this rule will be allowed because they clearly enable greater local mission flourishing.



## 14 UKI Divisions (including names, strength and size)

Division	Corp	Centralised Services	SATCoL	Area (sq. miles)	Population estimate.	Population served by a corps
Central and Southern Scotland	47	13	47	13,807	4,319,350	91,901
Central, Southern and Channel Islands	52	12	22	5,298	5,727,109	110,137
East Midlands	42	2	20	5,438	3,891,993	92,667
East of England	72	7	17	6,622	5,069,116	70,404
Ireland	18	13	0	32,595	7,004,563	389,142
London	55	8	7	607	8,796,628	159,939
North East	37	1	25	3,241	2,646,772	71,534
North Scotland	16	4	4	16,322	1,137,610	71,101
North West and Isle of Man	52	15	33	5,670	7,506,364	144,353
South East	41	1	11	3,771	4,216,114	102,832
South West	50	8	7	8,862	3,590,724	71,814
Wales	32	10	2	8,023	3,105,410	97,044
West Midlands	32	5	26	4,485	5,954,240	186,070
Yorkshire and Humber	53	5	23	6,453	5,481,431	103,423
<b>Total</b>	<b>621</b>	<b>152</b>	<b>252</b>	<b>127,194</b>	<b>68,447,424</b>	<b>110,221*</b>

\* Average

Determining the size of a division is a complex question. Scotland and Ireland are large geographically. On the other hand, the Army in the West Midlands, London and the North West are spread thin when comparing the size of the population and the number of corps.

A mapping software tool (ArcGIS) was used by the SCDG to see the geographical location of each corps, quarters, social centre, charity shop etc within the new divisional boundaries.

Fourteen static divisional maps and a territory map have been produced and can be accessed [here](#) and in Appendix 5.

### 4.1.2 Develop effective headquarters structures

A form of matrix management is being used by headquarters to provide ‘support and oversight’ to local mission units. THQ team members, such as HR Business Partners, Accountants, Property and Communications staff, while not line managed by DHQ, will understand themselves to be colleagues with divisional team members. DHQ teams will understand that most THQ staff also have responsibilities to support central and centralised services. THQ team members serving the division should be fully integrated and accepted as part of a team who, together, enable LMD. They will have access to office space, meeting rooms, as will DHQ staff. They may be working with two or more DHQ teams depending on the size of divisions. Service Design Groups will do further work to ensure all staff understand and live out service-orientated and local mission delivery focused ways of working. The Service Centre model introduced during Fit For Mission will be discontinued (Streamlining/Integration).

From July 2023, the United Kingdom and Ireland Territory has 14 divisions of varying sizes and contexts who seek to ‘Love God, Love Others’ through various expressions of ministry

yet united by one vision: 'Fullness of life for all with Jesus'. Every division has a Divisional Headquarters (DHQ) team of officers, employees and other people led by the divisional leaders. The DHQ team provides direction, support and oversight to all corps, pioneering and community-based programmes within the division.

The SCDP moved away from the FFM model of DHQs having identical structures and similar numbers of corps. It was agreed that there are responsibilities and tasks that all DHQs are expected to undertake, they should be structured or staffed according to their local context – and not standardised across the territory. The SCDG developed the DHQ Officers Responsibilities and Task Matrix to ensure there is coordination across the territory as well as 'release' to enable appropriate oversight and support is provided by divisional officers to different contexts.

The SCDG identified four key concerns in respect of DHQ staffing:

- Clarify the role of divisional leaders
- Flexibility in the divisional officer role
- Investment in family, youth and children
- Reducing administrative burdens on corps and other local mission delivery settings

Reaching agreement on how to address these four concerns was time-consuming and complex. However, the following was agreed and endorsed by Cabinet.



#### Clarify the role of divisional leaders.

The territory is moving away from 'default' appointments. It is recognised that many officer couples have worked together for many years, while other married officer couples prefer clearly defined separate appointments. Therefore, the spouse of the DC is not automatically appointed a divisional leader. The default Divisional Leader for Leader Development (DLLD) appointment has been phased out. The tasks and responsibilities across the divisional team are now shared out based on a bespoke DHQ Task and Responsibility Matrix for each DHQ and approved by the CS.

Depending on the size of the division and other factors, the TC can appoint an Assistant

Divisional Commander to share the DC's workload. The specific responsibilities of an Assistant DC compared to the Divisional Commander will be clarified by the Chief Secretary in each situation after consultation with both the DC and the ADC. The DC and the ADC will be known as the divisional leaders of the division irrespective of whether they are a married couple.

The responsibilities and tasks undertaken by the Assistant Divisional Commander (ADC) are deliberately flexible and may include tasks covered by Divisional Mission Officers (DMO) or Divisional Personnel Officers (DPO) at other DHQs. All DLs must have responsibilities that are division wide – therefore, the spouse of the DC may be a DL if they hold the appointment of ADC, DMO or DPO. DLs will have specific responsibilities and tasks agreed with the Chief Secretary via the Task and Responsibility Matrix.

Divisional leaders (DLs) have specific responsibility for support and oversight of all corps, pioneering and community-based programmes within the division. This is delivered primarily by DLs providing strategic support and oversight. Operational support and oversight are primarily the responsibility of other members of the DHQ team. However, there will be variation across the territory in how DLs fulfil their responsibilities and tasks in partnership with the rest of the DHQ team.

The allocation of DLs' tasks and responsibilities rests with the Chief Secretary. The Divisional Commander's BOA will be issued by the Chief Secretary's Office considering the local context. See Appendix 3 for the approved Divisional Commander (DC) BOA. All divisional staff, led by the DC, have responsibility to strategically enable all Army work in their division towards the territory's vision of 'Fullness of life for all with Jesus' by living out the five mission priorities and our values.



This is achieved through the building of deeper relationships with all leaders both within The Salvation Army, the wider Church and the community.

The DLs are the TLs representative in a division and must influence all aspects of Salvation Army work even though they do not line-manage centralised services, central services or the operations of subsidiaries. There is no Salvation Army work within the division that is not the DLs' concern.

There are specific leadership roles which are only given to DLs. For example:

'The DLs will be responsible for prioritising the spiritual development of 'leaders of leaders' throughout the division. DLs will influence territorial strategy and policy by engaging constructively when appointed to territorial boards and councils, during Territorial Leaders Conference, Territorial Appointments Conference and other meetings with territorial and senior leaders.'

The DLs are responsible to model ways of working that facilitate culture change by integrating and co-ordinating mission. The DLs role is to bring together all the different streams of Salvation Army work in the division. Therefore, the DLs need to prioritise strategically leading and integrating The Salvation Army in the division and building a team of people at DHQ who build webs of relationships. The DLs ensure all local mission units can access appropriate support from central support functions (Business Administration Service, Communications Service, Personnel Service, Mission Service, CS's Office including William Booth College).

It is unrealistic to think that every person in a division can have a 'deep relationship' with the DLs. There has been a culture of dependency on the DC for everything. This needs to change with local teams taking more responsibility and drawing on support from the whole DHQ team, not just the DC or DLs.

### Flexible Divisional Officer roles

Divisional Officer is a generic term for everyone who is an officer and, as a part of the divisional team, is responsible for ‘support and oversight’ to enable local mission flourishing. This could include mission, personnel, leader development, safeguarding, youth and children, candidates, ecumenical. A divisional officer may be a full-time appointment or a part-time appointment for a practitioner who has credibility and experience in a specific ‘support and oversight’ process, For example, some divisions may choose to have Divisional Officer (xxx Area) while others may prefer to retain the functional approach with a Divisional Mission Officer or Divisional Personnel Officer.

The generic title of Divisional Officer ensures consistency across the territory while still giving space for DHQs to be structured appropriately according to the local needs and the gifts/availability of the officers.

The titles of Division Mission Enabler, Divisional Officer for Leaders Development and Divisional Leader for Leader Development have been discontinued.



### Invest in Family, Youth and Children’s work

The flexibility proposed for the Divisional Officer role is also recommended for the people involved in ‘support and oversight’ for ministry to youth, children and families. In addition to discipleship, it is recommended there is a strong outward focus to youth, children and families not yet connected to The Salvation Army. The Secretary for Mission led a working group to find ways to integrate family, youth and children support and oversight to local mission units.

### Reduce administrative burdens for local mission delivery

A successful outcome of Fit For Mission was the creation of the Divisional Relationship Manager (DRM) role. It is envisaged the scope of this function may need to be reviewed and appropriate levels of authority for each division given the various sizes and complexities. The role was renamed Divisional Operations Manager (DOM) The primary purpose of the DOM is to ensure effective functioning of at DHQ and ensure effective partnerships working between DHQ, corps and THQ central services such as property, HR, finance, IT, communications, admin support act in a coordinated way to deliver the approved decisions of divisional and corps boards. DOMs will receive technical support from within the Chief Secretary’s Office.

One of the FFM proposals that was not implemented across the territory was for more administration support to local mission units (corps in particular). Some divisions have begun to appoint staff to give greater administration support to corps. The territory needs to review if these roles are improving the situation for corps. It should also be noted that there will be opportunity for additional administrative and secretarial support for ‘local mission delivery’. It is acknowledged that some divisions have other roles such as Divisional Debt Advisor, Divisional Translator or Divisional Outreach Worker – it is envisaged these roles will be considered as part of the specific discussions with each division.

### 4.1.3 Develop an integrated Manual of Operations

As noted at the start of 4.1, ‘support, oversight and release’ provided by THQ and DHQ should complement each other in the service of local mission units. The SCDG determined that an integrated Manual of Operations was required to clearly set out how THQ and DHQ work together. The UKI Territory has vast amounts of information (policies, procedures, Orders and Regulations, minutes, guidelines, etc) which have been developed over the years to help Salvation Army people do their work. Most of this information is currently on OurHub but is not easily found and some of the people don’t find existing documents helpful in their work. Some existing documents are miscategorised as guidance when they should be policy and procedures.

In this digital age, the Manual of Operations is not a ‘file on a shelf’ but a collection of linked documents on Our Hub which helps people across The Salvation Army UKI find out ‘how do we do things around here’. It aims to shift the culture from ‘who do I ask?’ to ‘where do I find the information I need?’ As one of the SCDG explained: ‘The Manual of Operations is The Salvation Army’s version of Google’.

The Manual of Operations on Our Hub is based around a framework. THQ, DHQ, WBC and Subsidiary Companies all have a section of the framework. The Manual of Operations brings together all the information Salvation Army workers need to know to understand ‘how things work around here’. All departments are expected to freely share information in a transparent manner. This will help clear up any confusion over roles and responsibilities and build trust through transparency and clarity. Confidential information should be stored on Teams or OneDrive – not on Our Hub.

For more information, see the Manual of Operations Content Development Paper.

## 4.2 Increased focus on local mission delivery

While addressing issues related to Local Mission Delivery (LMD) was not the focus of the SCDG work, a flourishing UKI Territory requires effective LMD. There is little point in effective support and oversight unless it leads to LMD.

There is a need to see more direct investment in local mission delivery. This means we must try to spend as little as possible on ‘support and oversight’. Three tests should guide the provision of support and oversight:

- i. This support and oversight will clearly increase the capacity for local mission delivery and result in local mission flourishing.
- ii. This support and oversight is essential to strengthen and sustain the Christian identity of The Salvation Army.
- iii. The oversight or information is legally required and therefore must be acted upon.



The SCDG proposed the following to improve local mission delivery:

- LMD will inevitably be implemented differently across the territory. However, it must also be united by the Holy Spirit through a shared purpose described in our vision, mission priorities and the Valuing People Framework.
- Sustainability is not purely an issue of having enough money. There needs to be a focus on mission sustainability particularly in terms of LMD. What is needed for local mission to flourish was the question asked in the survey and at the forums (Stage 1 of the SCDP: Listening). This needs to be continually discussed and focused upon.
- Everyone connected to The Salvation Army, and particularly leaders, need to seek opportunities to build strong relationships, encourage more peer-to-peer support and learning from each other resulting in greater integration and collaboration in communities between different parts of the territory. This will be achieved by:
  - Alignment across the territory with the territorial vision, mission priorities and Valuing People Framework.
  - Leadership, at all levels, consistently and intentionally building relationships with other parts of The Salvation Army. This is an expectation irrespective of whether people are linked to corps, Lifehouses, charity shop, OPS, safe house, chaplaincy etc. Ensuring pastoral care for all people in a division will be a key responsibility of the Divisional Leader(s).
  - Bringing leaders together regularly for Mission Focus Group meetings.
  - Greater 'release' of authority from the centre to local. This will be enabled by greater clarity of delegated authority.
  - Developing local leaders and helping them take responsibility and ownership for LMD.
  - More administrative support to local mission delivery units, particularly via more 'backfilling'.
  - Better use of data at all levels so we can all track progress and our impact.

The desired outcomes of Transformation, Integration and Streamlining will only be achieved when every part of territory prioritises local mission delivery.

#### 4.3 Culture Change - Vision, Mission, Values, Release and Collaboration

'Culture change' was repeatedly heard by the SCDG to be a priority. Much work was initiated independently of the SCDP but it has significantly moved the territory forward. For instance:

- The work of the Identity Task Force refreshed our vision, our five mission priorities and our values. This work has brought clarity to the identity, purpose, mission and culture we seek in our territory.
- The values behaviour framework biblically grounded our values and set out both desired and undesired behaviours: <https://www.salvationist.org.uk/faith/our-values>. Living out our identity and promoting the culture promoted in our values needs to be a priority for everyone in all parts of the territory.
- The **Valuing People Framework** ([click here for more information](#)) highlights areas that have been identified as needing to inform and shape our culture change as we live out our vision, mission and values. It prioritises areas that will help us as we love God and love others in being and sharing good news.



- Ongoing work is listed in ‘Officer and Territorial Envoy Wellbeing’ (<https://ourhub.salvationarmy.org.uk/Officer-department/Documents/Wellbeing%20Questionnaire%20response%20PDF.pdf>) addressing each of the Valuing People culture change themes of: empowering people, healthy and flourishing environments, values-driven behaviour, inclusive community, innovation and collaboration, effective systems and structures.
- The territory is committed to working according to the **Stewardship Principles** (see [details here](#)).
- Increasing opportunities for collaboration is another way we are seeking to change our culture. By sharing information and building relationships, we will breakdown silos and increase mutual understanding and mission effectiveness. This will be achieved by, for example, mission focus groups, communities of practice, and by increasing the number of practitioners who have both a role at headquarters and responsibilities for local mission delivery.
- Territorial leadership encouraged each DHQ team to find the most effective and efficient way to provide support, oversight and release in their areas of responsibility. Each DHQ team is expected to encourage and model culture change. Everyone involved in this work has been asked to be constantly aware of excessively complicated processes and systems that are well-meaning but unnecessary, costly or can even inhibit local mission flourishing.
- **Leadership Development.** The territory is committed to developing an effective strategic framework to support the Army having mature and capable leadership for the world in which we serve. This will enable the flourishing of its people and mission through: vocational and leadership development, succession planning and performance management and mutual accountability as a key part of the relationship between leaders and their people.

The Territorial Leader for Leader Development, Territorial Secretary for Leader Development, William Booth College and the Personnel Service are working together on this to develop a programme that will equip, strengthen and deepen all those involved in spiritual leadership. This will also involve updating some equipping and evaluation processes that may impact other areas of personnel and college procedures.

- **Inclusion and Diversity.** The need for much greater diversity has been recognised at all levels. The Equality and Diversity Council has been re-established and reinforced. A Race Inclusion Working Group completed its work to find ways to encourage much greater inclusion and diversity. The Youth Department’s LGBTQ+ training is being offered around the territory with a very positive response. Territorial and divisional leadership are being intentional about equality and diversity when discussing board and council membership and appointments and urge leadership at all levels to do so.

#### 4.4 Systems and Process Improvements

One of the main concerns across the territory is related to headquarters systems and processes being cumbersome and unnecessarily complicated. All Divisional Design Groups (DDGs) raised concerns about systems and processes. The TLC in May 2021 described territorial processes as ‘horrendous’.

The table below outlines the baseline position as at October 2022. The 305 issues raised by DDGs together with issues received directly into the project translated into 107 active issues for Service Design Groups (SDGs) to consider.

Service Area/Department	DDG Responses	Other Issues raised outside of DDG's	Resulting Issues logged
<b>Business Administration</b>			
Finance	47	3	6
IT	12	0	9
Property	29	2	14
Business Services	21	2	7
Audit	2	1	2
<b>Communications</b>	22	2	10
<b>Mission</b>	61	7	14
<b>Personnel</b>			
Human Resources	32	5	16
Officer Unit	10	5	14
Safeguarding	13	5	6
<b>Chief Secretary's Office</b>	56	6	9
<b>Grand Total</b>	<b>305</b>	<b>38</b>	<b>107</b>



## A. Current Status

The table below identifies, by Service, the number of issues that have been recorded on the SCDG log to the end of November 2023.

Service	New	Open	Closed	Total
Chief Secretary	0	8	1	9
Business Administration	1	28	11	39
Communications	0	2	8	10
Mission	0	8	6	14
Personnel	2	28	10	38
<b>Total</b>	<b>0</b>	<b>74</b>	<b>36</b>	<b>110</b>

Out of the 74 'open' issues 45 are in-progress with action being taken to address the concern. Other 'open' issues are reliant on other issues being addressed before action can be taken.

### Outstanding Issues

Many of the outstanding issues relate to projects that have been initiated but which have relatively long timescales, or are about culture changes which the territory desires but which will not necessarily be evident in the short-term.

Projects initiated include:

- Communications/IT – replacement of OurHub project including a new Manual of Operations is being developed to clearly set out how headquarters (THQ and DHQs) support and oversight local mission delivery.
- Finance – New reporting module (Financial Planning & Analysis) on the accounting system project, adoption of Franklin Covey 4DX methodology to achieve significant service improvements.
- Property – 'Making it Easy' project, adoption of Franklin Covey 4DX methodology to achieve significant service improvements.
- IT – WAN and Wi-Fi project
- Mission – Corps Roll Digitisation project
- Audit – Compliance Data Collection and Reporting
- Personnel – ongoing improvements to iTrent, safeguarding processes, adoption of Franklin Covey 4DX methodology to look at impact and influence for the HR Service and improve processes.
- Chief Secretary's Office – Management Data Project

Since September a number of issues have been progressed and closed. Some are linked to other ongoing projects, which report separately, such as Management Data Project and the Property 'Making it Easier' project.

### Chief Secretary's Office

The outstanding issues are predominately covered by three ongoing pieces of work. Namely the Management Data Project, to provide a central source of data for decision-making and management overview – bringing together data from various sources into one dashboard; the review of boards and councils, this has been ongoing for some time but will be completed in 2024; and the long-term discussion on membership, which is currently underway at divisional level.

An issue relating to candidates' paperwork is currently being reviewed by William Booth College and the Territorial Learning and Development Council is addressing access to learning for volunteers including local officers.

### **Business Administration**

Property's outstanding issues are all covered by the outworking of the Property Review which continues under the banner 'Making it Easier'. Progress is reported to TOB on a regular basis. Customer Focus Groups and Customer Surveys are being used to monitor progress; the outcomes will be used to develop improvements. A new process giving greater local autonomy is being trialled, such as using local contractors as opposed to national contracts.

Procurement's two remaining issues are related to the Property Review and concern selection of appropriate contractors. Property are working on a paper for TOB/SATCo to address this.

Finance are embracing the Franklin Covey 4DX process to enable a breakthrough result for 'payment on time' performance. The new system module (Financial Planning and Analysis) to improve reporting is progressing, having picked up momentum over the summer. Visits to DHQ business events are helping to address training issues.

Audit have made a proposal to bring together compliance-related information and provide support to corps and centres as well as appropriate management information. This should reduce the level of reporting required at local mission level.

IT issues relate to access and usability and projects are ongoing to address these. For example,

- The WAN rollout (i.e. improved internet connectivity) and Wi-Fi upgrade at corps will aid the streaming facilities at corps.
- OurHub is being replaced and there is a move to greater cloud-based system.
- The provision of IT hardware and software has too often in the past been headquarters focused. Corps and centres have not had the same access to IT. This is regrettable and needs to change. Initial progress is being made. For example, a roll-out of laptops to officers wanting them has reduced the need for use of the remote desk-top. Improvements have been made to the support desk to increase the hours of working, which is being monitored.



### **Communications Service**

As noted in 4.1.3, the current OurHub is being developed. At the heart of this, and a key outcome of the SCDP, is the creation of a Manual of Operations which will explain how headquarters (THQ and DHQs) support and oversight local mission delivery. This is a major undertaking requiring all THQ departments and DHQs reviewing their current content – and, often, writing new script – along with updating documents to ensure the latest version is stored on the new OurHub. It is intended that there will be one source

of information, with other pages directly linked to that one source, whether it be another department or [salvationist.org.uk](http://salvationist.org.uk). The search function will be much improved to prevent people storing their own copies of documents which then go out of date. This will take some time to come to fruition. A target of mid to late 2024 has been set.

In addition, a new website, [www.salvationist.org.uk](http://www.salvationist.org.uk), has been developed to ensure access to key local mission delivery information and resources for people who cannot easily access OurHub.

A DHQ Records Retention Schedule was created through a series of workshops in April 2023, and was approved and communicated to divisions in June 2023. As part of this communication divisions were instructed to start reviewing their paper and electronic records and disposing of legacy records past their retention dates.

- September 2023 all divisions were contacted for introductory Teams calls with the new Records Manager to provide updates on the records review process.
- The Records Manager is starting to schedule visits to DHQs to provide basic training in records management and provide hands-on support with records reviews.
- October 2023 the Records Manager has started providing Records Management support to the IT MS 365 Migration Project (includes DHQs).

The SCDP produced an updated Glossary of Terms to ensure terminology is consistently used across the territory. Moving forward, this document will be reviewed and updated regularly with approval from Cabinet.

### **Mission Service**

Mission Service has instigated a project to digitise and automate processes pertaining to corps rolls, transfers, Pastoral Care Council reviews, etc. This collation of data will allow other processes to be streamlined.

A review of the Missional Journal has taken place and updated in light of DDG comments.

Mission Service continue to embed a trauma-informed approach in support of culture change, across all expressions of its ministry, including congregational health.

A review of chaplaincy across the whole Mission Service is underway. This will make recommendations for the relationship of the various chaplaincy routes and how they link to divisions.

New Terms of Reference have been developed for Mission Focus Groups to provide better understanding of using this forum to improve integrated mission.

Mission Service paperwork is being reviewed and improved in areas such as Fresh Expression applications, corps closures, etc. Local officer appointment processes are being considered. This will make the processes more streamlined, less time-consuming and predominately electronic, reducing the need for paper and printing.



### **Personnel Service**

Personnel Service will continue to initiate and track culture change measured against the Valuing People Framework and values behaviour framework to identify where we can improve our ministry and work environments, in line with our vision, mission and values.

A trauma informed approach is being developed within the new Leadership Framework and actively applied within the Well Being Department, to influence culture change. A trauma informed approach recognises adversity and trauma affect those we serve and acknowledges staff and leaders may have their own trauma histories or suffer from compassion fatigue and burnout. A trauma informed approach prioritises wellbeing and has the potential to improve morale and satisfaction, reduce burnout, improve retention and strengthen protective factors to build resilience and mitigate the effects of trauma.

A review is underway of the Safeguarding Purple Box the roles and responsibilities in regard to safeguarding across the territory.

In response to the need to improve our recruitment process, HR has recently launched the HireRoad tool to simplify and streamline recruitment for managers. Liaison between local HR and the recruitment team has improved and other avenues of advertising are being tested.

In response to organisational feedback and concerns about the lack of meaningful performance reviews, a cross-functional project group (led by HR) is revising the current performance management process and policy, dovetailing with our values and mission priorities.

Various roles are being clarified to ensure divisions, centres, departments have a clear point of contact and communication.

Officer review processes are being redeveloped along with consideration of a possible change for the appointment process, which it is hoped will be trialled in 2024. A new leader development framework is being developed that will impact the officer review process and support employee reviews.

The Dispo will continue to be developed to provide more information and be updated at least monthly. Phase two of this project has been discussed with the extra requirements identified, such as ensuring all locations of local mission are included, all Saha properties are listed, and as far as possible a standard format is arranged.

#### **4.5 Improved use of data in decision-making at all levels.**

Information and data will be used in all parts of the territory to track progress and make well-informed decisions. Cabinet has accepted a recommendation from the SCDG that a multi-functional project team be created, reporting into the Chief Secretary's Office, to deliver a systemised approach to management information, providing key data in a consistent way, month on month, readily available and easily understood, giving both 'in the moment' and 'trend' information, appropriately detailed or summarised for the scope of management review but all driven from a common data set that can be used by local mission units (corps, centres, etc).

A set of Data Management Principles have been approved by Cabinet and TOB (see Appendix 4). The implementation of these principles will take time as this will be a complex task. This work is referenced in the SCDG Handover Plan.

#### **4.6 Communication – what has been achieved during the SCDP and what is needed moving forward?**

At an early stage of the project, the SCDG prioritised communications. An experienced communications officer was seconded to the SCDG throughout the project.

A communications plan was developed. It was reviewed and updated at each SCDG meeting. A regular SCDG update was sent out to everyone with a UKI email address and published in *Salvationist* in print and online.

A dedicated maildrop was set up ([transformation@salvationarmy.org.uk](mailto:transformation@salvationarmy.org.uk)) and monitored constantly. Every query was answered and several innovative ideas and proposals emerged from people emailing into the box.

A frequently-asked-questions document was created to ensure that the teams monitoring the territory's key communications channels could respond to concerns or queries raised at any point in the SCDP ensuring consistent messaging and assurance to anyone with questions.

A number of advocates for the project kept in contact with the communications officer so they could help address misinformation in their areas of influence and to raise any further questions to be added to the FAQs. Queries raised were also used in the rollout of communications updates to provide additional assurance and explanations around the project and ways of working.



A variety of communications tools were employed at different stages of the project to ensure everyone received messaging in a way that was appropriate and useful to them. Ahead of the listening phase, a downloadable video was created featuring a younger Salvationist voice encouraging people to take part in the survey and directed listeners to further content. Divisions and mission expressions were encouraged to download and use the short video in their context to make certain there was as much take up in the survey as possible.

Additionally, posters were designed for mission expressions to download and display with details of the survey link.

Ahead of the release of the *Findings and Proposals* report in September 2022, the communications officer worked with the Chief Secretary and Video Production Unit to create a warm, informative video message to be used by divisions, then service teams and finally the rest of the territory. The video could be downloaded from a central point on [salvationist.org.uk](http://salvationist.org.uk) – along with maps of proposed new divisions, the report and FAQs – to ensure transparency about decisions and to provide reassurance to the territory.

Feedback throughout the project has been fairly positive and constructive. All communications conclude with the encouragement to contact the Transformation Mail Drop so people have a clear line of communication for any questions or concerns. Messages received were often addressed as part of communications updates in *Salvationist*.

The communications officer also liaised with key channels to ensure information was regularly updated throughout the phased changes in divisional structure. Digital and website were informed of divisional structure changes (including mission expressions to be included), officer appointments and updated text for landing pages for divisions so information was refreshed and relevant.

#### 4.7 New Structure Cost Analysis:

The SCDG was tasked with comparing the cost of any resulting structural change with the pre-SCDG structure. This is not a straightforward task given the impact of the Covid pandemic, rising energy costs due to war in Europe and a cost-of-living crisis in the intervening space.

The following table compares 2019/20 Actual costs associated with officers, employees and property with the draft 2024/25 budget.

Category	2019/20	2019/20	2024/25	Difference (all employees)	Difference (excluding mission & corps admin posts)
	Actual	Equivalent today	Budget		
Officer	£2,864,767	£3,159,334	£2,099,503	-£1,059,831	-£1,059,831
Employee	£2,256,312	£2,488,315	£4,293,502	£1,805,187	£506,304
Property	£671,958	£817,669	£810,486	-£7,182	-£7,182
Service Centres	£1,182,018	£1,303,558	0	-£1,303,558	-£1,303,558
<b>Total</b>	<b>£6,975,056</b>	<b>£7,768,876</b>	<b>£7,203,492</b>	<b>-£565,385</b>	<b>-£1,864,267</b>

The removal of Service Centres in 2020/21 prior to SCDG DHQ implementation provided a reduction of £1.3m (equivalent today) in Salvation Army costs associated with regional support to corps. Property savings above are small but the long-term benefit of fewer DHQs will make significant savings moving forward.

2019/20 was chosen as a realistic starting point instead of 2020/21 as that removed the impact of Covid. The use of the draft 2024/25 Budget is the best realisation of a full implementation given that not all Divisions were formed at the same time nor had opportunity to best determine their future structure.

2019/20 costs have been uplifted to today's values based on Officer/Employee % salary increases and CPIH for Property costs.

The new structure uses less Officer FTE hence the reduction in costs. This is more nuanced than at first sight given. Officer costs across TSA would have reduced in any case as the number of Officers reduced. The new structure uses less Officers in order to be resource sustainable and maximise the number of officers in mission delivery roles, with an inevitable reduction in costs associated with DHQ.

The 'All Employees' comparison includes the new mission related posts such as 'Intergenerational Worker' and 'Corps Admin Support' posts. The final column removes these new posts designed to help local mission flourish to provide a more realistic comparison of pre and post DHQ costs.

Property costs include a variety of costs which would have different inflation profiles so the use of CPIH provides a best guess as to what 2019/20 costs would have become in 2024/25 if unchanged.

## 2. Progress with the September 2022 recommendations

The SCDG made several proposals to SATCo and IHQ in September 2022. The direction of travel was endorsed by IHQ but not all the proposals were accepted.

September 2022 Proposal	Update as at December 2023
1. We request IHQ and SATCo endorse the 'direction of travel' set out in this paper.	IHQ and SATCo were both supportive of the direction of travel resulting in almost all the SCDG proposals being implemented.
2. We request feedback on the proposal to move to 14 divisions by 13 July 2023. This will be a reduction from 22 divisions established by the Fit For Mission Project in 2015.	This was approved and the transition to 14 divisions was completed by July 2023.
3. We request feedback on the proposed divisional boundary map for the United Kingdom and Ireland Territory as presented in Section 6 of this report.	The divisional boundaries for the 14 divisions were approved. The 14 divisions were all operating with effect from July 2023. Maps of the new divisions are available in print and digital format (See Appendix 5)
4. We are working towards the announcement of the new divisional names and boundaries on Thursday 1 September 2022.	The communications relating to the new divisions has been well received across the territory. There have been very few complaints or concerns raised.
5. We propose working with the current divisional leaders to develop proposals for DHQ staffing. This will include the design of the new DHQ officer teams before the Appointments Conference in January 2023.	Divisional leaders worked well with the Personnel Service throughout the appointments process. It was challenging but those involved reflected that the spirit around the process had been very positive and collaborative.
6. We recommend the title 'Divisional Commander' is replaced with 'Divisional Leader'.	IHQ did not accept this proposal in September 2022. A new BOA for the Divisional Commander was approved by Cabinet in September 2023.
7. We recommend the spouse of a Divisional Leader and the Divisional Commander can be appointed 'Divisional Leaders' if the spouse holds an appointment with division wide responsibilities in the same division.	IHQ accepted this proposal and the term divisional leaders is being well used across the territory.
8. We recommend the use of the more generic term 'Divisional Officer' to be used but with the addition in the title which briefly explains the role, e.g. Divisional Safeguarding Officer; Divisional Personnel Officer; Divisional Officer for Devon and Cornwall; Divisional Candidates Officer.	This was approved and introduced across the territory. New BOAs were approved by Cabinet for the Assistant Divisional Commander and a generic BOA for Divisional Officers. A Responsibility and Task Matrix was developed to allow divisional teams to allocate their responsibilities and tasks across their divisional team according to gifting and local context. Divisional teams are no longer 'one size fits all'.
9. We request the noting of substantial work being done in terms of Briefs of Appointment, Job Profiles, Learning and Development plans for incoming DHQ teams. Some of this work must be ready for consultation with DHQ affected employees on 1 September 2023. The number of DHQ employees is relatively small compared to the size of the territory and it is not anticipated that their workload will be significantly reduced by the proposed changes. Indeed, the merging of divisions will generate additional work.	The consultation process with employees went well and was completed on time. Focus was given on adopting a more trauma informed approach to the consultation processes.

### 3. Are the desired outcomes being achieved?

The SCDG Terms of Reference set three desired outcomes: Transformation, Integration, Streamlining. The SCDG wishes to be clear about the progress made and the areas where there is more to do.

Desired Outcome
<p><b>Transformation:</b> Increase the capacity of locally based Salvation Army work to contribute to the five mission priorities (share the good news; nurture disciples of Jesus; care for creation; serve others without discrimination; seek justice and reconciliation).</p>
Progress
<ul style="list-style-type: none"> <li>■ Stressed the importance of ‘local mission delivery’ as a territorial priority after many years of THQ prioritising structural change.</li> <li>■ Focused on improving ‘support, oversight and release’ as the priority way of increasing local capacity by: <ul style="list-style-type: none"> <li>• New divisional officer roles as appropriate to the context. Some have adopted area officers while other divisions have kept the functional personnel/mission approach.</li> <li>• Increased the availability of administrative support from DHQs</li> <li>• Released officers from purely HQ appointments so more officers are directly involved in LMD.</li> </ul> </li> <li>■ Increase mission support funding for local initiatives.</li> <li>■ Use of the <a href="mailto:transformation@salvationarmy.org.uk">transformation@salvationarmy.org.uk</a> mail drop has encouraged people to engage with THQ and share their ideas.</li> </ul> <p>The SCDG recognises the priority of <b>leader development</b>, including the need for gender equity, and the work being done to support this, along with its interdependence with the SCDG’s work. In particular, the SCDG will ensure DHQ staff are given appropriate training and orientation to help them successfully deliver ‘support and oversight’ resulting in local mission flourishing (Transformation).</p> <ul style="list-style-type: none"> <li>■ The territory is committed to <b>ecumenical partnerships</b> and every divisional leader will ensure the Army participates in all active county intermediary ecumenical bodies. It is not possible for the DL to cover all of them and, therefore, greater emphasis should be given by all DLs to appoint Denominational Ecumenical Officers as additional appointments. In addition, Local Ecumenical Projects are encouraged where there is potential to grow the Kingdom of God through The Salvation Army and other likeminded churches and Christians (Transformation).</li> <li>■ Review of centralised services such as AMTS, Homelessness, Older People are all underway led by the Mission Service.</li> <li>■ Identification of desired behaviours and strategic themes to support culture change, in line with our values. People flourishing and mission flourishing are intrinsically linked ... We’re not missional and we’re not being the church when we behave in ways that betray/ undermine the gospel.</li> </ul>
More to do...
<ul style="list-style-type: none"> <li>■ The decline in membership is seriously impacting local capacity. A Membership Working Group is taking this work forward.</li> <li>■ Develop effective strategic framework for vocational and leader development, including performance management and succession planning.</li> <li>■ A significant number of local mission expressions are not viable and it will be important that people do not get disheartened as some former fruitful areas of ministry are closed.</li> <li>■ A discussion on sustainability of Salvation Army work is progressing but there is more to do to define and agree a sustainable mission plan as well as a sustainable finance plan so the mission plan is affordable and deliverable.</li> <li>■ Having evidence of transformation is urgently required and therefore the collection and use of data has to be significantly improved in line with the Data Management Principles.</li> <li>■ Divisional Review to be updated and implemented. A process for reviewing THQ services including the WBC is also required.</li> </ul>



- A new compliance system will be rolled out to ensure transformed local mission delivery is possible within essential guard rails such as safeguarding, safe mission and audit.
- New policies and a new territorial ecumenical strategy is being rolled out.
- Ten-year territorial homelessness strategy to be finalised and implemented transforming local mission delivery for people experiencing homelessness.
- Central Services such as Property, Personnel, IT, Finance, Communications are undertaking reviews and implementing plans for transform the support and oversight provided to LMD.
- To continue to embed and start to measure culture change, evidenced through health of our relationships, congregational health, reduction of toxic environments, (values-driven behaviour, innovation and collaboration, empowering people, inclusive community, healthy and flourishing environments, supported by effective systems and structures).

#### Desired Outcome

**Integration:** Build strong and effective collaboration between all aspects of Salvation Army work in a geographical area.

#### Progress

- Development of the Manual of Operations as an integrated tool to explain how THQ and DHQ together deliver appropriate ‘support, oversight and release’.
- Renewed emphasises on Mission Focus Groups
- Fewer divisions (22 to 14) and divisional boundaries mainly based on county boundaries which has enabled greater alignment with ecumenical and government structures.
- Some divisional leaders, with larger divisions, have more people and resources at their disposal to deploy more efficiently and in an integrated manner.

The territory will strengthen existing Divisional Advisory Councils (DAC) and ensure all the new divisions have a functioning DAC. The DACs and their links to the Territorial Advisory Council will increase opportunities for divisional and territorial leaders to **listen and learn from local leaders** directly involved in local mission delivery (Transformation and Integration).

- A review of existing **review and reporting documents** will be undertaken to align them with the new identity and terminology introduced in recent years. These include the Mission Journal, Divisional Review Document; Service Reports to TOB; and others (Integration and Streamlining).

#### More to do...

- TOR for Mission Focus Groups has been finalised but needs to be rolled out and implemented across the territory. There needs to be a review to see if MFGs are resulting in greater integration and transformation.
- The commitment to greater integration needs to continue. There has been progress – for example, HSU working more closely with Saha but there is more to do in terms of integrating teams such as property, IT and finance systems in the subsidiaries.
- The integration of information sources will improve with the launch of the new OurHub and a ‘mobile first’ approach but there is still work needed to ensure systems are not designed for the benefit of THQ teams rather than LMD.

Desired Outcome
<b>Streamlining:</b> Design appropriate, effective, efficient and sustainable structures and processes that enable local mission to flourish.
Progress
<ul style="list-style-type: none"> <li>■ 22 divisions reduced to 14.</li> <li>■ Seven service centres closed and staff streamlined and integrated into THQ teams.</li> <li>■ Greater diversity and clarity of remit for <b>boards and councils</b> are critically important for the good governance and collaborative management of Salvation Army work across the territory. Greater involvement of people from outside of THQ is key in ensuring territorial boards and councils have all the information and perspectives needed to make good decisions. The same applies to DHQ. At the same time, we acknowledge there is a risk of boards, councils, task forces, working groups, etc, taking away from leaders and managers their individual responsibilities to lead. Everyone needs to know what they can do and be freed to get on with it. Therefore, the Chief Secretary will lead a review of boards and councils to ensure they are responsive to local mission delivery with effective support and oversight.</li> <li>■ IT systems are fragmented and need streamlining and integration.</li> <li>■ Financial information is not always available in a format that leaders can use to make informed decisions.</li> </ul>
More to do...
<ul style="list-style-type: none"> <li>■ The review of boards and councils needs to be completed and implemented to achieve greater integration and streamlining.</li> <li>■ IT systems need to be streamlined further so there is clarity on which platform/tool is used for which task and how they talk to each other to ensure the Data Management Principles are being implemented.</li> <li>■ Financial information for local mission delivery and even at DHQs needs to be improved so leaders are empowered and informed so they can make timely and effective decisions resulting in local mission flourishing.</li> </ul>

## 4. Next Steps

The Cabinet decided the SCDG had completed its work and was therefore disbanded at the end of December 2023. On 19 January 2024, SATCo accepted the SCDP Completion Report and agreed to it being distributed to interested parties.

SATCo gave the Territorial Operations Board (TOB) responsibility for holding all parts of the territory to account for the delivery of a Handover Plan developed by the SCDG.

SATCo gave the Chief Secretary's office responsibility for coordinating the delivery of the Handover Plan.

# Appendix 1. SCDG Terms of Reference

## Structure Coordination and Design Group

### Terms of Reference

#### Background and Context

The Structure Development Working Group (SDWG) presented their recommendations to Cabinet in December 2020 having fulfilled the mandate of the ToR approved by Cabinet and noted at SATCo on 10 May 2019. The SDWG will conclude its work by providing the Structure Coordination and Design Group (SCDG) with the following:

- Glossary of Terms on the outcomes/recommendation of Model 3.
- Revise the BoA for AOs and DCs.
- Provide the headlines functions/roles within the proposed DHQ model. OPERATIONS/PEOPLE/MISSION.
- Provide the CS's Office with a full outline of the proposed working model with supporting documentation in a chronological order.

It was determined at Cabinet on 18 December 2020 that the next step was to establish a follow-on group appointed by the Chief Secretary.

#### Group Purpose and Undertaking

The Structure Coordination and Design Group is charged with developing and designing the proposed working model presented by the SDWG with the following remit:

- Test and detail the function/role of the proposed DHQ in respect of MISSION/PEOPLE/OPERATIONS. This will include drafting job descriptions and briefs of appointment.
- Detail, analyse and test the function/role of THQ, aligning and integrating it with the proposed DHQ MISSION/PEOPLE/OPERATIONS functions. Ensuring economies of scale at all levels, eliminating duplication. This may also require drafting job descriptions and briefs of appointment.
- Create sub groups at THQ and DHQ as appropriate to focus on specific areas as needed for coordination and design with regard to Business Administration, HR, Divisions and Areas, Communications, Training, Leader Development, Mission, etc. SCDG to scope the work of the sub groups.
- Work alongside, resource and support the three identified divisional pilots and Service Heads. Appraise, review and reflect on learnings, experiences and outcomes as they progress including financial and personnel resourcing.
- Create a timeline heading towards a new structure throughout the territory by General Farewell 2023.
- Identify a methodology that will assist the development of bespoke DHQ structures around the territory.
- Refine the proposed operational model as necessary.
- Work within the scope set out in this document while ensuring alignment to territorial strategies, mission priorities and existing work and projects.

## Ways of Working and Commitment

- Work in a consultative manner.
- Work in a manner that reflects the territorial values.
- All assigned actions are to be completed within agreed timeframes.
- Prioritise attendance at meetings. Meetings predominantly will be held remotely with access through Microsoft Teams.
- Meetings will have a planned agenda and format to effectively keep progress on track with appropriate project documents/controls. Minutes from meetings will be distributed within one week and made available to Cabinet.
- The time commitment of members will be reviewed after six months.

## Governance

The group will be accountable to Cabinet.

Recommendations, action plans and project delivery documentation will be submitted to Cabinet, prior to submission to SATCo.

## Methodology

It is anticipated that the work of the group can be advanced quickly by meeting for a few days at a time as well as by regular remote meetings.

Recognising that the group enters the process at the Describe and Analyse stage of the Faith Based Facilitation Model there may still be theological reflection necessary and mission priorities are paramount. This will assist both Cabinet and the group to validate that any principles and assumptions guiding the work remain true to the purposes of God for The Salvation Army.

Any recommendations will be progressed in the three pilot divisions with final recommendations made having learnt lessons from the pilot.

Cost analysis between current and proposed models will need to be presented along with the recommendations made (this includes all costs and resources).

## Roles and Responsibilities

**Chair:** Lieut-Colonel Dean Pallant

**Project Manager:** Major Richard Waters

- Ensures effective/appropriate project management approach and documentation is in place.
- Manages task assignment and task delivery including quality.
- Maintains the focus on the objectives and outcomes expected.

**Project Co-ordinator/Administrator:** Ruth Petersen (2021); Georgie Rice-Watt (January 2022 until June 2022); Kirsty Smith (June 2022 to January 2023); Ruth Petersen (since January 2023)

- Manages project documentation.
- Supports project manager to keep plans on track.
- Takes and disseminates minutes/actions, etc.

## **Core Team:**

Lieut-Colonel Dean Pallant, Chair and Secretary for Communications

Major Richard Waters, Project Manager and Asst Secretary for Business Administration and then Territorial Finance Secretary

Colonel Jenine Main, Territorial Secretary for Leader Development

Major Howard Russell, Asst Chief Secretary and then Divisional Commander, East of England

Andrew Avison, Salvationist and experienced project manager with Ministry of Defence

Claire Anderson, Communications Officer

Major Gregory Morgan, Divisional Commander, Southern (until December 2021)

Jo Mosley, HR Director (until June 2021)

Alex O'Hara, HR Director (since July 2021)

Major Beverly Baker, Personnel (since July 2021)

Major Paul Kingscott, Asst Chief Secretary (since July 2021)

Major David Taylor, Divisional Commander, North West (until December 2021)

Major Kathy Taylor, Divisional Leader for Leader Development, North West (January to May 2022)

Major Roger Batt, Divisional Commander, Wales (until December 2021)

Captain Berri McKenna, William Booth College Tutor (since January 2022)

Captain Vicky Crawford, Corps Officer (since January 2022)

Paul Burr, Divisional Operations Manager, London (since November 2022)

Major Hilarie Watchorn, CS's Office (since February 2023)

## **Work Plan**

In the first meeting the group will be charged with developing a work plan which follows SMART principles and which is to be submitted to Cabinet. Regular reports to senior leaders, Cabinet and Territorial Operations Board will be expected. The work plan will include timelines.

## **Outputs**

The areas that the SCDG are tasked with exploring should include:

- Robust, appropriate project documentation and reporting for each stage of delivery (Timeline, Plan, Risk Register).
- Evidence-based analysis documents that support effective decision-making.
- Benefits and Dis-Benefits documentation that include measures for success.
- Evidence-based proposal documents that enable effective decision-making.
- A communication and change management plan for the SCDG outputs.
- A communication and change management plan for each delivery stage.

These terms of reference are reviewed every six months.

ENDS

# Appendix 2. Progress in addressing the recommendations of the Fit For Mission Review Group

## Fit For Mission Review – Summary of Recommendations – June 2019

### Updated with comments on implementation: September 2023

#### Preamble (June 2019)

Since the delivery of the recommendations emerging from the Fit for Mission Review, much discussion has taken place in a number of forums. Cabinet is supportive of the culture envisioned by the FFM Review Team and intend to lead the change process to align several existing and developing plans and strategies to influence our Salvation Army culture.

The FFM Review Team made recommendations relating to Structural Change as well as Process and Administration. Some of these recommendations relating to Process and Administration have already been approved and implemented while others are being worked on. Some of the proposed structural changes recommend new or adapted ways of organisation. These recommendations will be the basis of ongoing study and, if approved when crystallised, consulted on.

After much discussion and prayer, we have decided that rapid, wholesale change will not be the way forward. If structural changes are needed, we intend to pilot and phase changes in a measured manner. More detailed research, reflection and prayer is essential before any further structural changes may be considered.

The recommendations have been organised into four themes.

#### Preamble (September 2023)

The Territorial Commander, Commissioner Anthony Cotterill, requested the SCDG reflect and report back on progress made in the past four years addressing the FFM Review recommendations.

#### 1. Investment in People

2019 FFM Review Recommendation	SCDG Reflections – September 2023
<p>We recommend the establishment of clear expected behaviours for how we will interact with one another, emphasising kindness and respect for all. These specific behaviours should reflect our Christian beliefs and values, be released as policy in the territory and consistently communicated and encouraged. It is important that these are fundamental to the induction of new employees.</p>	<p>The Values and Behaviours framework and Valuing People Framework have established desired and undesired behaviours. These have been communicated to the territory and are regularly referenced in The Bulletin and other comms channels. There is more work to do to embed this into the whole organisation. Further work is also needed to evidence if these steps have had an effect. (e.g. reduction in resignations, complaints, increase in compliments, membership etc).</p>
<p>We recommend that accountability be individual and not collective; that is, we will engage in meaningful individual accountability, including sometimes difficult conversations, rather than write new policies as blanket rules to cover all stakeholders.</p>	<p>In process – this is a behaviour that is promoted in the Values and Behaviours Framework. The Manual of Operations is aiming to ensure people understand how ‘things work around here’ in a spirit of release, integration and streamlining. This work will be demanding if done properly by THQ teams and will highlight policies, procedures, minutes, etc, which need modification.</p>

<p>We recommend the creation, release of and adherence to email guidelines that support healthy communication, foster meaningful collaboration and avoid the misuse or threat of power.</p>	<p>Completed – this was circulated by Lieut-Colonel David Kelly. It has been included in a new email policy which is currently with TOB as part of a wider review of internal communications policy and procedures.</p>
<p>We recommend intentionally finding ways to celebrate the good work of our team members and the contributions they make to ministry.</p>	<p>Ideas have been floated during the SCDG discussions but there is more to do. For example, while officer long service is recognised, there is no formal process to recognise employee long service.</p>
<p>We recommend the consistent use of inclusive language (us, we, our) rather than language that separates (them, they) in all (private as well as public) communication.</p>	<p>The use of ‘psychologically informed’ language is being embraced in various ways. There is more to do but there is greater attention to internal communications tone and content.</p>
<p>We recommend increased training for personnel at all levels in the use of ‘how may I help you’ style customer service (and underlying attitude), which would be consistently reflected in our behaviours.</p>	<p>This has partly been addressed by the increased use of psychologically informed language along with the trauma informed approach which has been introduced in many departments. Anecdotally, there is a sense that good progress has been made but this remains a work in progress. Positive change is probably down to individuals rather than departments. It is not sufficient to anecdotally say something has been completed or is in progress and we need systems to continually monitor and measure this.</p>
<p>We recommend that all personnel development processes be reviewed to ensure that we are adequately measuring core competencies, ensuring honest feedback, providing meaningful coaching, and striving for a culture where every team member reaches their full potential.</p>	<p>Work is underway to strengthen several learning and development processes (i.e. 15 year review, Vocational Development Pathway, performance management tools, development of a leadership competency framework). These will be taken forward by the Learning and Development Council. The SCDG recommends information on this progress is communicated to the territory.</p>
<p>We recommend the continued development of effective tracking tools to ensure that everyone receives required performance reviews. All supervisors should be held accountable to ensure that the required performance feedback and development process happens in a disciplined, timely and meaningful way.</p>	<p>iTrent has a recording function for managers to record performance reviews and appraisals. Valuing Individual Performance to be rolled out. iLearn has a related programme which is being investigated.</p>
<p>We recommend that in the spirit of mutual accountability, we permit ourselves (individually and corporately) to be appropriately challenged whenever our communication, including digitally and on social media, does not live up to the desired behaviours of a new culture in the territory.</p>	<p>This behaviour is encouraged in the Values Behaviour Framework however there is a need to have measurement tools to track culture change.</p>
<p>We recommend that a representative from DHQ participates in the recruitment process of staff who will serve within the DHQ framework, even if line-managed by THQ and vice versa.</p>	<p>This is happening through choice but not mandated. To a certain extent, the new culture of ‘doing with’ rather than ‘doing to’ may have negated the need for this.</p>

## 2. Investment in Mission

2019 FFM Review Recommendation	SCDG Reflections – September 2023
<p>We recommend a presumption of ‘yes’ for all new mission initiatives that include meaningful local engagement and strong rationale. In essence, it is assumed that all proposals that reach DHQ and/or THQ will be answered affirmatively unless there is a compelling reason why they should not. If not approved, the response should receive clear rationale for the decision, and if appropriate, suggestions on how the proposal can be strengthened.</p>	<p>The SCDG has sought to embrace the spirit if not the letter of this recommendation. The focus on and Local Mission Delivery as well as the importance of Release in the Local Mission Flourishing equation is a move in this direction. However, when it comes to innovation, we remain risk adverse, slow, bureaucratic and (honestly) sometimes quite discouraging. Some SCDG members feel while greater local release has been positive outcome, very few procedures have been streamlined since the FFM review and this remains a constant frustration to mission expressions.</p>
<p>We recommend the increased investment in innovative opportunities throughout the territory including new local expressions of mission and new programmes in existing corps and centres.</p>	<p>Building on the Mission Flourishing Equation, more resources have been directed towards local mission delivery and DHQ Oversight and Support with the suite of mission roles. Plus the mission innovation fund is now live, as it a new development fund for Core Recovery.</p>
<p>We recommend an increased courage to reduce or end resourcing where missional impact is not evident, which in turn will provide additional resources.</p>	<p>The Mission Service have led discussions on mission effectiveness with DLs. The SCDG assessment (in discussion with DLs) that approximately 30 per cent of corps will not survive after 2030 has shown courage to address the challenge of failing mission expressions.</p>
<p>We recommend intentional closer linkage with our subsidiary companies, with increased attention to shared ministry opportunities and consistent branding.</p>	<p>Significant improvement has been made in relationships with Saha. Partnerships with SATCoL and SAGIC have deepened in recent years. However, questions remain as to how we evidence this? How many SATCoL shops, for example, are part of a Mission Focus Group or equivalent? There is more work to do to maximise synergies and reduce risk in terms of property, IT, reputation management, impact measurement, etc.</p>
<p>We recommend that a long-term strategy and resourcing for the operation of un-officered corps be developed and implemented; such strategy should include an appropriate matrix to determine when we should compassionately embrace a graceful closure.</p>	<p>The Mission Service have led discussions on mission effectiveness with DLs. The Mission Journal and Viability Assessments are being used. The Officer and Spiritual Leader Working Group is developing proposals to increase the number of leaders in corps and other LMD setting. However, there is scope for further work on how to deliver flourishing mission in unofficered corps.</p>
<p>We recommend the creation and implementation of sustainability metrics for use in all mission components, which evaluates the impact of our mission in relationship to the mission support investment.</p>	<p>R&amp;D are piloting metrics in the East of England Division. There has been a significant change in the attitude to data collection but there is much more to do. The Management Data Project is being led out of the CS’s Office.</p>



### 3. Investment in Operational Effectiveness

2019 FFM Review Recommendation	SCDG Reflections – September 2023
<p>We recommend that every effort be made to move decision-making authority closer to the front line. Each level where decisions are presently made should carefully consider what might be appropriately shifted closer to the front line in order to achieve this objective. Where multiple levels of approval are required, this number should be kept as low as possible and proportionate to the item requiring approval.</p>	<p>The SCDG encouraged DHQs to move to Area Officers as part of the response to this recommendation. The DDGs made a number of process improvement recommendations which SDGs are addressing to reduce the levels of approval. The increase in the financial delegation limits was a huge step forward, for example. It is true that the DHQ boards have never been reviewed (and need to be) or if they have, nothing has been communicated.</p>
<p>We recommend the publication of the terms of reference and membership of all decision-making/recommending groups at THQ and DHQ. This publication should include an overall chart showing decision-making flow and process, and this document should be kept updated on our internal communications system (presently OurHub).</p>	<p>A boards and councils review is underway led by the CS. The Manual of Operations includes a section for TOR and membership of all boards and councils.</p>
<p>We recommend the continued celebration and recognition of new initiatives, and that lessons learnt (even from those that were not successful) be shared openly and freely.</p>	<p>TLC focused on this in 2023. It was also part of Officers Councils at Harrogate as well as Together 22 and 23. <i>Salvationist</i> and the new <i>salvationist.org.uk</i> share good news. The SCDG has supported the communities of practice concept and stresses the need for a culture of continuous improvement. However, some SCDG members questioned whether the communities of practice approach has ever taken off. The Learning and Development Council have opted for a gentle roll out.</p>
<p>We recommend stronger adherence to stated processes and avoidance of fast-tracking based upon personal connections.</p>	<p>Process strengthening was a key priority for the SCDG. This was also emphasised by the DDG. The degree to which SDGs have managed to improve processes and reduce ‘work arounds’ needs further analysis. There are some doubts in the SCDG that there has been enough progress given the time that has already elapsed since the DDGs made their recommendations.</p>
<p>We recommend the sharing of ‘best practices’ across the territory through multiple formats, such as (but not limited to) intranet, <i>Salvationist</i>, divisional and territorial newsletters, social media and, potentially, the creation of a Pinterest-type page for best practices.</p>	<p>This has been attempted. The launch of <i>salvationist.org.uk</i> has opened up another channel to share good news. WBC Learning and Development have worked hard on a strategy for communities of practice that has been brought to the Territorial Learning and Development Council. This work is being used gently so as not to ‘impose something new’ but to structure what is already being done in some areas, and encourage communities of practice where they are not functioning yet.</p>
<p>We recommend that a thorough, independent review be conducted of the property model for the territory to determine if there is a more effective way to manage the large property portfolio without a significant increase in cost. This review to include our present tendency to hold onto properties long beyond their missional use. (NB: This recommendation has been implemented already)</p>	<p>The Property Review has been undertaken. A new Territorial Property Director has been recruited and is leading a major change initiative. SATCo has agreed to reduce the property portfolio particularly in terms of tenanted properties. More than a hundred properties have already been disposed of. Staffing in Property has increased significantly.</p>

<p>We recommend that additional latitude be provided to the front line to carry out small and routine work, utilising local contractors without the engagement of Property and Facilities Service. It is noted with appreciation that steps are already underway toward this end. We affirm this progress and encourage continued consideration of additional local decision-making opportunities.</p> <p>(NB: This recommendation has been implemented already)</p>	<p>The SCDG is not sure this has been implemented effectively. This is being piloted in a couple of divisions but again there is concern this is taking too long.</p>
<p>We recommend the continued implementation of service agreements, the use of which should continually lead toward improved effectiveness, increased capacity and greater productivity. The priority for implementation should be upon those support function areas where the most concerns have been expressed.</p>	<p>SCDG has not pushed the Service Level Agreement (SLA) methodology preferring a less legalistic approach. The discontinuation of the Service Centre model has negated the need for SLAs.</p>
<p>We recommend the development of an internet-based resource platform that is available to all members, and not restricted to those who possess a Salvation Army UKI email address.</p>	<p>Salvationist.org.uk has been launched and addresses this recommendation. Salvationist Radio is also helping resource our members.</p>
<p>We recommend that the accounting system undergo further review to determine additional ways in which the tasks required of the front line can be reduced and/or simplified.</p>	<p>This is an ongoing process. There have been a number of changes to the system to address usability with a number of other ideas awaiting implementation. A more formal approach to a 'system development plan' is being prepared which will be given a wider exposure via stakeholder focus groups.</p>
<p>We recommend that no funds be taken from a budget without the budget holder's knowledge and approval.</p>	<p>Implemented.</p>
<p>We recommend that budgets be returned to the budget holder for final sign-off prior to submission to the Territorial Budget Board, when any changes are made from the original proposal.</p>	<p>Implemented.</p>
<p>We recommend a further review of the process for reimbursement and purchase card approvals, whereby finance staff are responsible for ensuring that expenditures are within budget and policy. Line managers should be notified and assume responsibility for all exceptions to policy and budget, or over a specified financial limit.</p>	<p>Implemented.</p>
<p>We recommend a review of the allocation of purchase cards, and a system with increased availability as the demands of the appointment require.</p>	<p>Implemented.</p>

<p>We recommend that additional training be provided to the front line and DHQs regarding how to access accurate, timely and easy to understand financial reporting. This training should include the ability to forecast in both the short and long term.</p>	<p>Some members of the SCDG are not convinced DHQs and Local Mission Units are receiving adequate financial reports. One DL explained: ‘I have never been sent a “meaningful” report from the accounts system and have never been offered training. Training for the front line, however, is being rolled out as I type this so I’m grateful for that.’</p> <p>A new module called Financial Planning and Analysis (FP&amp;A) is being added to the finance system. One of its objectives is to address the issue of reporting in a meaningful way.</p> <p>It is also recognised that a training strategy for the accounting system and finance in general is needed so that users are supported well.</p>
<p>We recommend a review of IT approval processes, with a view toward limiting the number of layers of approval to the minimum necessary while still ensuring spending is within budget and policy. Need should be established by the user and line manager.</p>	<p>Implemented.</p>
<p>We recommend a culture of continuous improvement, where all functions receive feedback and data to improve their service and customer satisfaction levels. The base line for customer service will be established through an initial survey delivered by the Resource and Development Unit. Appropriate action steps will respond to survey results, and the use of customer service feedback will become normative behaviour.</p>	<p>The culture of continuous improvement has been encouraged by the SCDG. However, some SCDG members are not aware of much feedback being sought by THQ teams. Divisional reviews give local corps and THQ the opportunity to comment but that same level of scrutiny is not replicated.</p>

#### 4. Investment in Organisational Structure

2019 FFM Review Recommendation	SCDG Reflections – September 2023
<p>We recommend a reduction in the number of divisions; however, it is acknowledged that detailed research will be required to consider this in more depth.</p>	<p>The number of divisions has reduced from 22 to 14.</p>
<p>We recommend that cultural, language and geographic issues be fully considered when determining the size, scope and shape of each division. It is anticipated that not every division would be of the same size (geographically or number of corps or personnel) and that DHQs would be adequately resourced based on the individual needs of that division.</p>	<p>The SCDG accepted this recommendation, and its proposals were accepted by TLC, Cabinet and SATCo. The divisions are not all the same size and individual needs have been accepted with the Responsibility and Task Matrix approach to the use of personnel at DHQ.</p>
<p>We recommend a modified model that explicitly requires and insists on a higher level of collaboration between all missional and operational functions. This collaboration requirement is to be written into operating manuals, board memberships, learning and development of all personnel, etc. It is vital that the requirement of meaningful, relational collaboration be embraced by everyone and that this requirement is clearly expressed and mutually accountable.</p>	<p>The flourishing equation has emphasised the importance of headquarters working together to provide support and oversight. The values behaviour framework explicitly promotes a more collaborative way of working. The new Manual of Operations is attempting to embed this culture at all levels.</p>
<p>In the piloting of any new model, or in the event that no changes are made to structures, we recommend that a list of required information needed by DLs be provided to Service Centres to ensure they have the information they need to lead their divisions effectively. This list should be included in the <i>Service Centre Operations Manual</i> and <i>DHQ Operations Manual</i>.</p>	<p>The Service Centre model has been dispensed with. The new Manual of Operations is for all parts of the territory and seeks to transparently reveal ‘how things work around here’. The Management Data Project is focused on ensuring DLs have the required information needed to lead their divisions – and THQ personnel also have access to appropriate information.</p>
<p>We recommend further study regarding the appointment of DLLDs, TLLDs and similar roles. While the need for further strategic attention to leader development is recognised and affirmed, the continued utilisation of a ‘default’ appointment is not viewed as appropriate. More structured co-ordination between the work of the TLLD/DLLD/DOLD, Personnel Service and SISTAD is also needed.</p>	<p>Completed.</p>
<p>We recommend additional study on the relationship of the Family, Youth and Children’s units to ensure that appropriate collaboration and linkage is in place. The separation of those three areas into separate units, and in some cases, separate line management, does not appear to have been helpful in facilitating a fully integrated programme model.</p>	<p>The Mission Service has led on this work. The new mission suite of roles emphasises the importance of intergenerational workers as well as specific youth and children’s roles. Divisions are being encouraged and enabled to have staff that suit their context.</p> <p>Some SCDG members questioned if there has been much change. This recommendation was about people not understanding the relationship between the various departments in the Mission Service. Now we no longer have the regional specialists the problem is probably not so evident but some are not sure much has changed in that we still have separate units all producing their own resources.</p>

# Appendix 3. Divisional Commander Brief of Appointment



## 1. Introduction

1. The procedures governing the role of Divisional Commander are based on *Orders & Regulations for Divisional Commanders*. The Divisional Commander (DC) is appointed by the Territorial Commander. Approval from IHQ is required for first time DCs.
2. The DC and Assistant Divisional Commander (ADC) share a common designation as Divisional Leaders (DLs) and reference to this is made throughout this BOA. If the spouse of the DC has a division wide role and has been appointed as a Divisional Leader they and the DC share the common designation as Divisional Leaders.
3. The DLs are expected to be an example of true Christian discipleship, thorough Salvationism and show commitment to their own personal spiritual formation.

The DLs are expected to take the keenest interest in the holistic wellbeing of the personnel for whom they are given responsibility. The DLs will conduct the affairs of the office responsibly, efficiently and economically with integrity, and motivate staff to do likewise.

4. The DLs will conduct all activities of the office with a view to accomplishing the Army's mission as described in the territorial vision statement, mission priorities and valuing people framework ([click here](#)). Strict confidentiality in all personal and private matters concerning officers and employees is to be observed.
5. This Brief of Appointment may be amended at any time by written directive from the Territorial Commander.

## 2. Purpose

1. The Divisional Commander is the Territorial Commander's representative in a division and must, therefore, influence all aspects of Salvation Army work, even that which is not line managed by DHQ, i.e. centralised services, central services and the operations of subsidiary companies (such as SATCoL). There is no aspect of Salvation Army work within the divisional boundaries that is not the DC's concern.
2. A prime purpose of the DC role is to enable local mission flourishing, including the flourishing of people involved in Salvation Army work, through Support, Oversight and Release as defined in the Headquarters Manual of Operations.
3. The position of DC is one of the most influential in The Salvation Army. The DC's character, work and servant leadership will have far-reaching effects on the work of the Army in the division and on the lives and activities of everyone associated or influenced by the Army.

### 3. Strategic Priorities

1. A DC is responsible to enable the five mission priorities are delivered faithfully across the division resulting in flourishing people and communities experiencing fullness of life with Jesus.
2. A DC along with others is responsible to live in a way that enables a shared experience of living life together with God and with another. A DC should prioritise relationship building and strategically lead on shared and integrated mission opportunities across the division.
3. Local Mission Expressions should be able to access appropriate support from central support functions (Finance, Property, Communications, Personnel and HR, IT, Mission Service, CS's Department including William Booth College). Most operational issues should be resolved by the Divisional Operations Manager (DOM) working with THQ colleagues in a spirit of mutual respect and accountability. If not, the DC should raise concerns with the respective Service Head or the appropriate head of department at THQ.
4. Enable people across the division to live out the territorial values, behavioural framework and Fiscal Stewardship Principles in order to build a culture focused on loving God and loving others.
5. Influence territorial strategy and policy by engaging constructively when appointed to territorial boards and councils, during Territorial Leaders Conference and other Consultation Meetings with Territorial and Senior Leaders.

### 4. Authority

1. The DC is given the responsibility and authority to take the action appropriate and necessary to carry out the duties of the office as set out in this Brief of Appointment. All action by the DC within the scope of this appointment responsibility, shall be on behalf of the Territorial Commander.
2. The Divisional Commander is responsible to the Territorial Commander, through the Chief Secretary. The DC is accountable to Service Heads for operating within established processes and policies.
3. The Divisional Commander is responsible for:
  - Divisional Headquarters team – both officers and employees.
  - All officers, pioneer leaders, chaplains and territorial envoys as well as the pastoral care of centralised service managers in HSU, OPS, ATMS, etc working within the division's boundaries.
  - Ensuring Service Heads are aware if central services are not meeting the needs of the division, (e.g. HR, Property, Finance, Mission, Communications, IT). The DC is encouraged to suggest solutions.
4. Divisional Commanders are expected to operate in accordance with the law of the land, all Orders and Regulations, Minutes, Territorial Policies, Positional Statements and within approved budgets. No officer is permitted:
  - to own or hold title to property of any kind devoted to or received for the benefit of Salvation Army activities.
  - to sell or otherwise dispose of any property of The Salvation Army or to invest any funds intended for use in Salvation Army activities.

- to accept, execute, or deliver any document in the name of or on behalf of The Salvation Army, except as expressly authorised in writing by The Salvation Army, including those relating to litigation, gifts, bequests or contracts, being required to be transmitted to the Secretary for Business Administration of The Salvation Army for appropriate action.

5. DCs must not exceed their delegated authority as set out in the Delegation of Authority Schedule.

## 5. Responsibilities

### 5.1 Enable local mission flourishing

Delivering flourishing local mission is enabled by the DLs through the following activities:

- Ensuring teaching, preaching, prayer and worship is grounded in Scripture and sound Salvation Army doctrine as set out in the *Handbook of Doctrine*.
- Casting a vision for the work of the Army in the division that reinforces the identity, vision, mission priorities and values of the territory.
- Leading and developing the DHQ team and all personnel who fall under their responsibility, giving ample opportunity for participation in planning and development.
- Ensuring DHQ roles are covered when staff are not in position.
- Encouraging spiritual formation and effective pastoral care.
- Developing and nurturing spiritual leaders.
- Identifying opportunities for commencing new areas of local mission delivery such as Fresh Expressions.
- Assessing the viability of corps and other programmes and recommending actions as needed.
- Ensuring appropriate oversight is given to corps where there is no leadership.
- Working towards an effective, integrated holistic Salvation Army.
- Effective management of all business matters associated with the work of the division.
- Ensure there is ample opportunity for equity, diversity and inclusion in every aspect within the division.

### 5.2 Use the authority entrusted to the DC

In addition to the authority delegated in Section 4, DCs are expected to use, and ensure DHQ staff use, and encourage corps to use the following policies and tools:

- Living out Our Values and Valuing People framework.
- The Missional Journal and Atlas are used by local mission units to set out their plans and track progress.
- Annual Pastoral Care Council meetings.
- Annual Officer Development Reviews, five-year Vocation Development Pathways and, at least, three Care and Equip Conversations per year in addition to the Annual Review.
- Annual Performance Appraisals for employees as well as regular supervision sessions.
- Timely and thorough annual budget preparation and use of financial monitoring tools to evidence the living out of the Fiscal Stewardship Principles.
- Mission Focus Groups (recommended to be held at least quarterly).

### 5.3 Specific responsibilities

The DC is not expected to personally do all this work but is required to ensure the work is done. This list is not in order of priority.

5.3.1 Regularly conduct meetings and engage in teaching and preaching across the division.

5.3.2 Be responsible and accountable for all safeguarding matters within the division with the authority to manage these in consultation with the Secretary for Personnel and his/her team.

5.3.3 Ensure effective pastoral care is given to the divisional headquarters team, active officers, TEs, Spiritual Leaders and their children and Retired Officers within the division, and to ensure people and systems are in place to provide pastoral care to staff at corps and centres.

5.3.4. To show interest in the members of the Silver Star fellowship within the division and ensure all updates to the Silver Star Fellowship are forwarded in a timely manner to THQ.

5.3.5 Ensure all complaints, grievances, capability, whistle-blowing and disciplinary issues that arise are handled appropriately in a timely manner in light of the mission priority to 'seek justice and reconciliation'.

5.3.6 Show interest in the welfare of all retired officers in the division although the DC is not expected to personally address every issue.

5.3.7 Ensure teaching, training, coaching/mentoring and other appropriate learning and development opportunities are provided in order to encourage spiritual formation, Christian discipleship, effective preaching and worship as well as personal, mission and ministry development within the division. The DC is expected to hold regular (at least monthly) 1-2-1 meetings with their direct reports at DHQ.

5.3.8 Expect the principles of mutual accountability to be fully employed in relationships with central and centralised services operating in the division, because they impact local mission delivery and, particularly, concerning the development of new expressions of Salvation Army work.

5.3.9 Identify future divisional personnel needs and discern how these needs may be met. This includes ensuring all preparations necessary for the appointment of officers are completed thoroughly and in a collaborative and prayerful manner.

5.3.10 Be actively involved in the recruitment of candidates for officership and work closely with the Candidates Unit to prepare those who have the potential and calling to be Salvation Army officers. This includes preparing them for officer training.

5.3.11 Strongly encourage all leaders (corps, centre, pioneers and DOs) to actively participate in their local Mission Focus Groups for greater integration and collaboration.

5.3.12 Encourage the appropriate collection and use of data so local mission units as well as DHQ and THQ can make informed decisions to increase local mission flourishing.

5.3.13 Encouraged to support territorial events and required to attend Territorial Leaders Conference, DC's training and consultations with territorial leadership.

5.3.14 Promote the needs of the wider Army both within the territory and beyond. This includes support of the Self Denial Appeal and encouraging people who express a call to international service and ministry.



5.3.15 Engage in ecumenical bodies and appoint Divisional Ecumenical Officers as well as encouraging Local Ecumenical Partnerships where appropriate to advance the Kingdom of God.

5.3.16 Develop and maintain good relationships with local authorities, government departments, other faiths and voluntary organisations as appropriate for the furtherance of the Army's mission.

## **6. Teams, Boards and Councils**

The DC is expected to be a servant leader who builds relationships of trust and mutual accountability particularly with the DHQ staff.

- 6.1 When an Assistant Divisional Commander is appointed, the DC and ADC share a common designation as Divisional Leaders. The spouse of a Divisional Commander and that DC can be appointed 'Divisional Leaders' if the spouse holds an appointment with division wide responsibilities in the same division.
- 6.2 Every division will have Divisional Officers (DO) who are appointed to assist the DC by providing support and oversight in specific areas of responsibility. Not all divisions have the same number of DOs and not all DOs have the same responsibilities or remit. Some DOs are full-time; other DOs are practitioners (such as corps officers) who hold additional appointments. Some DOs have area responsibilities (e.g. Divisional Officer for Cornwall) while others have division wide responsibilities for a particular function (e.g. Divisional Officer for Mission or Personnel or Youth).
- 6.3 The Divisional Commander is chair of the following divisional boards:
  - Divisional Operations Board
  - Divisional Mission Development Council
  - Divisional Candidates Board
  - Divisional Appointments Board
  - Divisional Safeguarding Board
- 6.4 Every division should have a Divisional Advisory Council (DAC) to promote a culture of mutual accountability by bringing together a broad representation of all Salvation Army expressions of mission across the division. The DC can chair the DAC or nominate a chair. If a DAC is not in place, the DC is expected to propose nominees to the Chief Secretary in accordance with the Terms of Reference for Divisional Advisory Councils.
- 6.5 The DC must be fully aware of all large property schemes in the division and may, at times, be appointed to chair the Project Steering Group.

## **7. Criteria by which Achievement is Measured**

- 7.1 Increasing numbers of people becoming more engaged in the mission of the Army across the division.
- 7.2 Progress and development of mission delivery in all corps, evidenced by divisional reviews, corps missional journals, reviews of corps rolls, and the increasing use of Atlas.
- 7.3 Resources invested, in accordance with the Fiscal Stewardship Principles, in local mission units that evidence flourishing, rather than maintaining unfruitful ones.

- 7.4 Evidence of culture change in line with ‘Living Out Our Salvation Army Values’ and ‘Valuing People Framework’. This includes deep, respectful and effective relationships within the division, with other members of DHQ and Centralised Services and THQ.
- 7.5 Evidence of increasing integration of mission through effective Mission Focus Groups, Communities of Practice and other examples of collaboration.
- 7.6 Evidence of effective support, oversight and release as assessed by the intended beneficiary (i.e., corps officers, local officers, centre managers).
- 7.7 Working within the delegated authority given to the DC and evidenced by improving internal audit reports and positive feedback in the DC’s Officer Development Review each year.
- 7.8 Effective links with external agencies, including ecumenical partners.

## **8. Method of Evaluation**

- 8.1 Annual Officer Development Review including five yearly reviews in line with Vocational Development Pathway.
- 8.2 Divisional Reviews every three years.
- 8.3 Management Data as agreed annually with THQ.
- 8.4 Divisional Audits on a regular basis.

## **9. Other Specifics**

- 9.1 The DC can expect THQ to provide timely, accurate and appropriate reports to DHQ to facilitate effective decision making. Equally, DHQ is expected to provide THQ with timely and accurate information to enable effective decision making at THQ.
- 9.2 The DC is encouraged to contribute to maintaining and updating this Brief of Appointment through recommendations in writing to the Chief Secretary.
- 9.3 Prepare a farewell brief upon receiving farewell orders to advise the successor concerning operating procedures, projects, assignments underway or in prospect, enabling them to provide continuity to the work of the office. One copy is to be left for the successor and one copy emailed to the Chief Secretary mailbox ([ChiefSecretary@salvationarmy.org.uk](mailto:ChiefSecretary@salvationarmy.org.uk)).
- 9.4 Any other duties as directed by Army leaders from time to time.

**Issued on behalf of the Territorial Commander by the Chief Secretary**

Date:

## Appendix 4.



# United Kingdom and Ireland Territory Structure Coordination and Design Project

## Data Management Principles

### Overview

The UKI Territory has made significant progress in recent years in terms of managing data. The Records Management Project has resulted in all THQ teams having record retention schedules and the IT Incident has raised awareness of the importance of effective data management.

However, the SCDG has confirmed that the UKI has a fragmented, inconsistent approach to data. The work underway chaired by Major Richard Waters is focused on 'Management Data' – but there are wider issues to be considered in terms of Data Management. This paper provides a few examples of the challenge and then sets out a set of principles to be adopted across the territory.

### Current challenges

THQ departments and units do not have access to a single data source so they request data from DHQs and local mission units – this frustrates everyone (particularly when the same data is requested); it costs time and money and often results in conflicting information. Data becomes outdated quickly and the cycle of collection repeats. This has significant implications as can be identified in the following two case studies:

#### Case study 1: Salvation Army website

The Digital Team in the Communications Service needs accurate local mission data to update its maps on the external-facing Salvation Army website. The public accesses the site to find the nearest church, shop, homelessness service, etc. No single source of local mission data exists.

Therefore, Digital has a starting dataset and are working with Homelessness Services and Employment Plus to update this. The team often relies on requests from local mission to update the website, which are then verified with TMDb or official cascaded updates. Further challenges arise updating pages after officer moves. A single data model would free up the team's time and improve accuracy on the website. This demonstrates one of a number of teams collecting this information and working to keep it updated.

Additionally, when data isn't accurate, reputation can be damaged both within and without the organisation. Ahead of a Christmas Present Appeal, the team gathered data on Christmas activities from divisional representatives to create a map of where activities were taking place. Incorrect information was provided and, as a result, an older member of the public travelled a long distance to give a large donation of new gifts and clothes to the present appeal, using incorrect information they'd gleaned from the website. The corps building was closed up and the donor contacted The Salvation Army in frustration, asking for this to be resolved or they would not donate in future. Following up with the officer in charge highlighted additional frustrations created by wrong information being shared that led to the public making complaints direct to the corps. A single data source would've saved time and potential pitfalls.

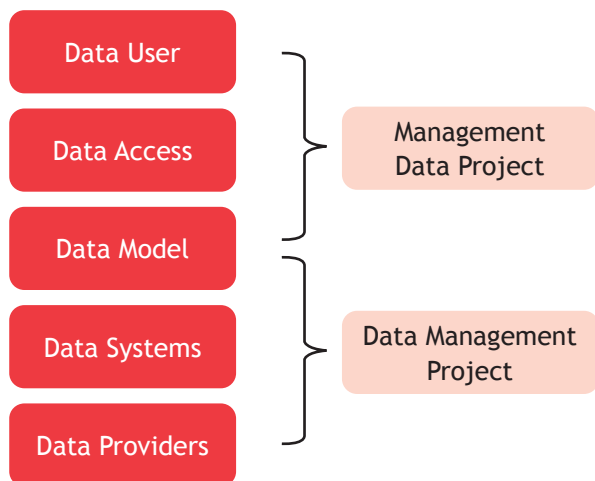
## Case study 2 – SCDG Maps

Ahead of the SCDG sharing feedback and proposals for divisional boundary changes the SCDG collected its own data for all local mission locations, verified with key stakeholders to ensure its accuracy and used it to plot the suggested new boundaries on a mapping program. A year later, when looking to produce updated UKI maps, this process required repeating to ensure the data was accurate so a designer could be commissioned to create the maps accurately, plotting all locations. In looking to create digitised responsive maps, the absence of this accurate verified data halted progress. Consequently, divisions have worked to ‘make do’, including adapting commercial maps not fitting with the Army’s ethos for use.

These are only two case studies. There are many other examples of THQ departments creating their own data sets because there is no single data source that would be the ‘single source of truth’ which everyone could draw upon for consistent, reliable information.

## Data Hierarchy

The subject of data can be viewed as a hierarchy of interconnecting parts:



The data model provides the link between the systems actually holding the data, and the systems designed to communicate the data.

## Crossover with Management Data Project

The Management Data Project, chaired by Major Richard Waters, has the following remit: to be a ‘multifunctional project team... [that delivers] a systemised approach to management information, providing key data in a consistent way, month on month, readily available and easily understood, giving both in-the-moment and trend information, appropriately detailed or summarised for the scope of management review but all driven from a common data set’.

In terms of the data hierarchy it is primarily centred on the provision of data to its audience and is currently working to identify a means of automatically pulling the required information together to ensure consistency and accessibility.

The scope was kept deliberately narrow with the intention that it should set the foundations for subsequent projects that would expand its scope. It is therefore not considering accurate information about current active mission expressions (from charity shops to homelessness

settings to Fresh Expressions) and doesn't include Salvation Army subsidiaries, such as Saha (Salvation Army Housing Association) and SATCoL (Salvation Army Trading Company Limited).

In dialogue with the Management Data Project, the challenges outlined in this paper have already been encountered. Several THQ teams have already identified the need for a more systemised control of data for their specific areas, such as Audit and Assurance, Safe Mission. Other areas already provide data but not necessarily in a systemic or structured way.

There is danger of a siloed approach which will not best serve the territory that needs appropriate support and oversight – which in turn requires reliable, timely data.

For the Management Data Project to address the issues raised in this paper a wider scope, further resource and longer timeframe would be required.

## Proposal

The Structure Coordination and Design Project desired outcomes of integration and streamlining need to be realised in respect of data management. This will necessitate a move away from siloed teams who collect their own data by creating work-arounds towards a commitment to share information appropriately by working together. A single managed data model is necessary if The Salvation Army is to provide information to teams that speaks in real-time to other systems so information can be drawn from source. With fewer systems, there will be fewer errors and will eradicate a need for people to have personal spreadsheets capturing data.

Setting up this model will likely have a significant outlay, offset by long-term benefits of increased efficiency, expedited decision-making and valuable resources saved. In the short term, there needs to be the rationalisation of the number of stand-alone systems and spreadsheets to the smallest number with a process that gathers identified data on a regular, pre-defined time – which may have different periodicities such as monthly, quarterly, annually, etc – that can then be entered into the requisite systems, with as little manual intervention as possible, and then accessed by appropriate areas as necessary (access will be the result of the Management Data Project). Data provided once will then be used many times and in many ways.

Critical to this objective is a data control process embodied into the organisation and its processes. For every category of data it must be known who owns it, how it gets updated, the frequency of update, etc. There needs to be a focal point in the organisation that ensures this data control is in place and drives the organisational behaviour required to make it happen.

The following principles are proposed:

1. The UKI (including subsidiaries) will work towards a single data model which brings together different data sets (for example: Planon, ITrent, Unit 4, Atlas, etc) and ensures they work together.
2. As far as is technically possible, data will only be entered once but will be used many times.
3. Any necessary duplication of data items is via automatic update mechanisms not requiring human intervention.
4. The single data model will provide a common point of access, ensuring all use the same data values with common definitions.
5. Items of data will be 'mastered' in one place with a change management process in place to keep it up to date.

6. Where there are currently different data sets held in different systems, these will be simplified and enabled to communicate with each other.
7. When the single process of data management is agreed to be mature enough (this will be ahead of 100 per cent accurate) then all other data models should stop being used. After this time any initiatives or projects requiring additional data should first make a process change to the CS's Office for approval. Where this is not considered viable then permission may be considered by the CS for a stand-alone system for a defined activity for a limited time after which a review of whether the data needs to be maintained and incorporated into the single process can be made.

Adherence to these principles will ensure data management is streamlined, integrated and provides verified, reliable, up-to-date data for decision-making. Creating a data model for a complex organisation is a large undertaking. Realistically this is at least a five-year plan and ongoing commitment to integration and streamlining. Ownership of the project and resources are required. It is proposed that the Chief Secretary's Office lead on this.

ENDS – Approved by Cabinet 10 October 2023

# Appendix 5. Territorial and Divisional Maps



## United Kingdom and Ireland Territory

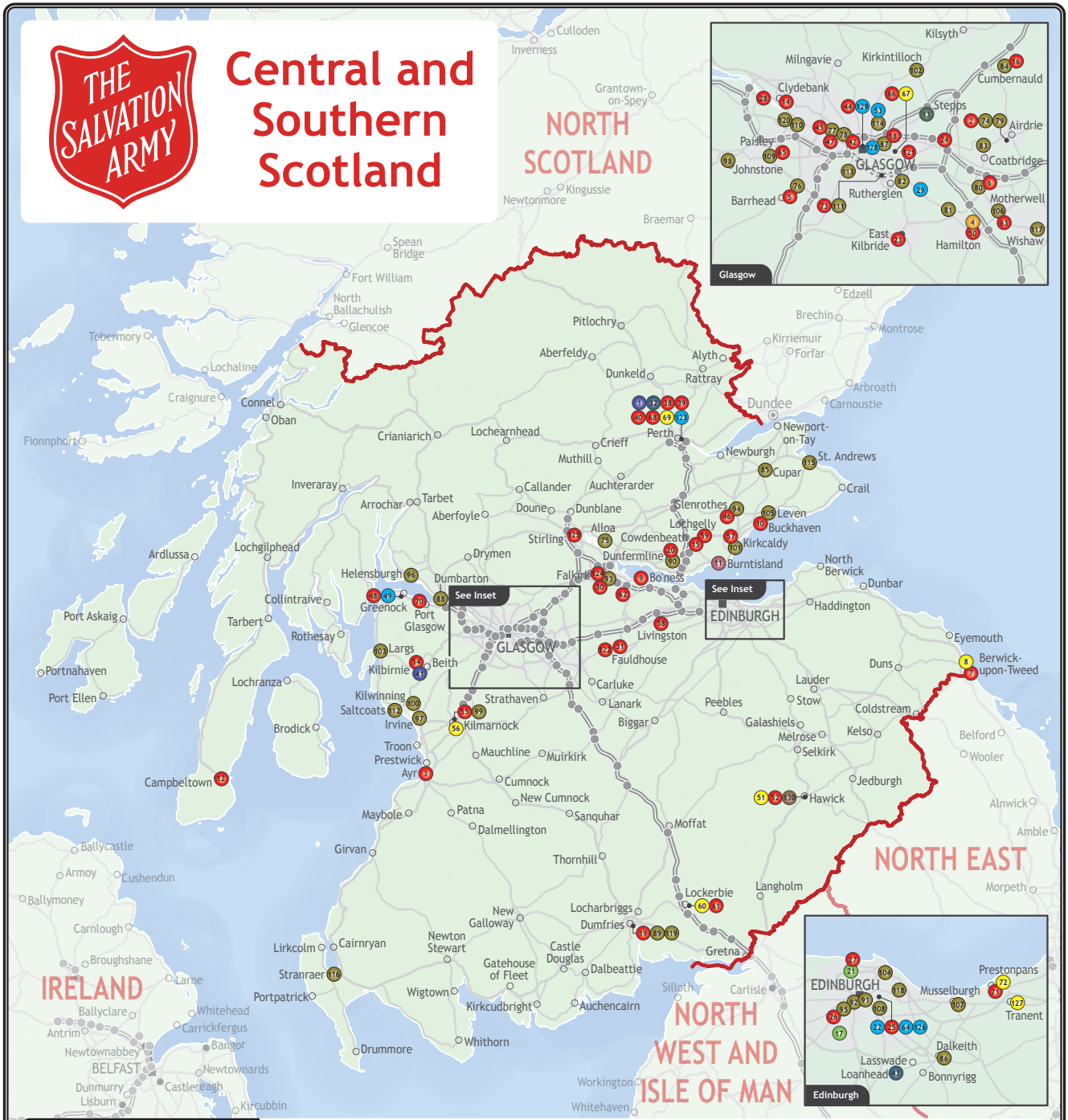
### Headquarters

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Chitwell Meadows Business Park  
NOTTINGHAM  
NG9 6DJ
- East of England DHQ  
7 Station Road  
Waterbeach  
CAMBRIDGE  
CB25 9HT
- Ireland DHQ  
12 Station Mews  
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BT4 1TL
- London DHQ  
1 Champion Park  
LONDON  
SE5 8FJ
- North East DHQ  
Unit 4 Hedley Court  
Orion Business Park  
NORTH SHIELDS  
NE29 7ST
- North Scotland DHQ  
Deer Road  
Woodside  
ABERDEEN  
AB24 2BL
- North West and Isle of Man DHQ  
16 Faraday Road  
Wavertree Technology Park  
LIVERPOOL  
L13 1EH
- South East DHQ  
Suite 30  
10 Churchill Square  
Kings Hill  
WEST MALLING  
ME19 4YU
- South West DHQ  
6 Marlborough Court  
Manaton Close  
Nafford Business Park  
EXETER  
EX2 8PF
- Wales DHQ  
5C East Moors Road  
Ocean Park  
CARDIFF  
CF24 5SA
- West Midlands DHQ  
102 Unett Street North  
Hockley  
BIRMINGHAM  
B19 3BZ
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LEEDS  
LS11 8PR





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Map by Lovell Johns Ltd.





# Central, Southern and Channel Islands



## Central, Southern and Channel Islands Index

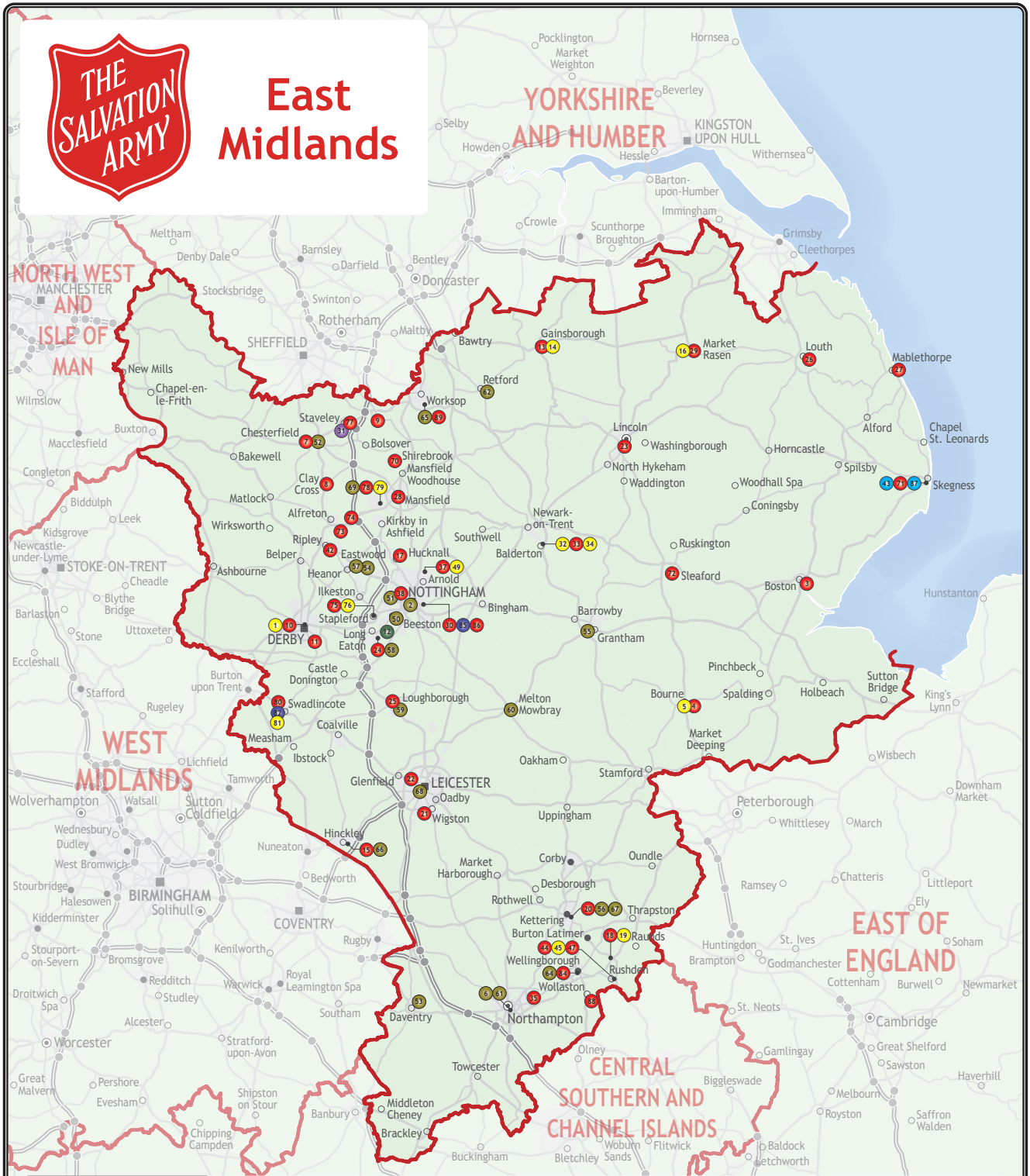
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Icons indicate who leads the work at the site, e.g. if Saha runs the site but Homelessness Services leads the project, the icon will be blue, or a coffee shop run by a corps will match the corps icon colour. Map by Lovell Johns Ltd.



# East Midlands



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Map by Lovell Johns Ltd.



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Icons indicate who leads the work at the site, e.g. if Saha runs the site but Homelessness Services leads the project, the icon will be blue, or a coffee shop run by a corps will match the corps icon colour.  
Map by Lovell Johns Ltd.



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Map by Lovell Johns Ltd.



# London



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Map by Lovell Johns Ltd.



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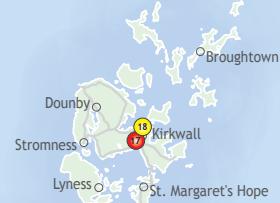
Icons indicate who leads the work at the site, e.g. If Saha runs the site but Homelessness Services leads the project, the icon will be blue, or a coffee shop run by a corps will match the corps icon colour.  
Map by Lovell Johns Ltd.



# North Scotland

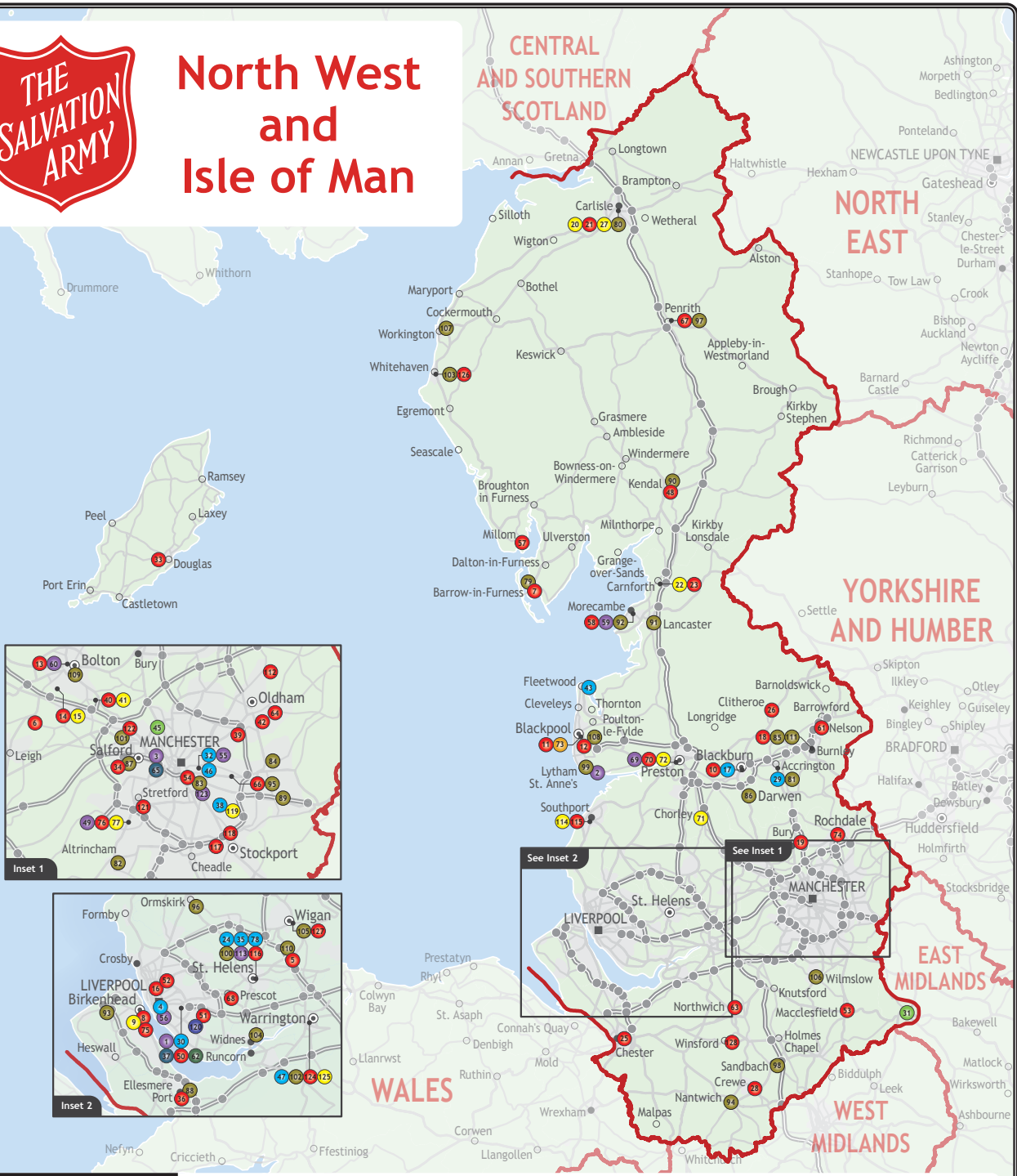
## North Scotland Index

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| <ul style="list-style-type: none"> <li><span style="color: yellow;">●</span> Charity Shop</li> <li>1 Aberdeen Citadel Charity Shop</li> <li>18 Kirkwall Corps Charity Shop</li> <li><span style="color: red;">●</span> Corps</li> <li>2 Aberdeen Citadel Corps</li> <li>4 Arbroath Corps</li> <li>5 Brechin Corps</li> <li>7 Dundee Corps</li> <li>9 Buckie and Findochty Corps</li> <li>10 Buckie and Findochty Corps</li> <li>11 Fort William Corps</li> <li>12 Fraserburgh Corps</li> <li>14 Inverness Corps</li> <li>16 Kinlochleven Corps</li> <li>17 Kirkwall Corps</li> <li>20 Peterhead Corps</li> <li>25 Stornoway Corps</li> <li>27 Thurso Corps</li> <li>28 Wick Corps</li> <li><span style="color: green;">●</span> DHQ</li> <li>19 North Scotland DHQ (Aberdeen)</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: brown;">●</span> Fresh Expression</li> <li>13 Elgin</li> <li>29 Shetland</li> <li><span style="color: blue;">●</span> Homelessness</li> <li>3 Aberdeenshire Outreach Services</li> <li>6 Burnside Mill (Dundee)</li> <li>15 Inverness Resettlement</li> <li>26 Strathmore Lodge (Dundee)</li> <li><span style="color: blue;">●</span> Office</li> <li>8 Employment Plus (Forfar)</li> <li><span style="color: yellow;">●</span> SATCoL Charity Shop</li> <li>21 SATCoL Arbroath Charity Shop</li> <li>22 SATCoL Charity Shop Brechin</li> <li>23 SATCoL Charity Shop Broughton Ferry</li> <li>24 SATCoL Charity Shop Montrose</li> </ul> |
|--|---|
- Icons indicate who leads the work at the site, e.g. if Saha runs the site but Homelessness Services leads the project, the icon will be blue, or a coffee shop run by a corps will match the corps icon colour.  
Map by Lovell Johns Ltd.





# North West and Isle of Man



## North West and Isle of Man Index

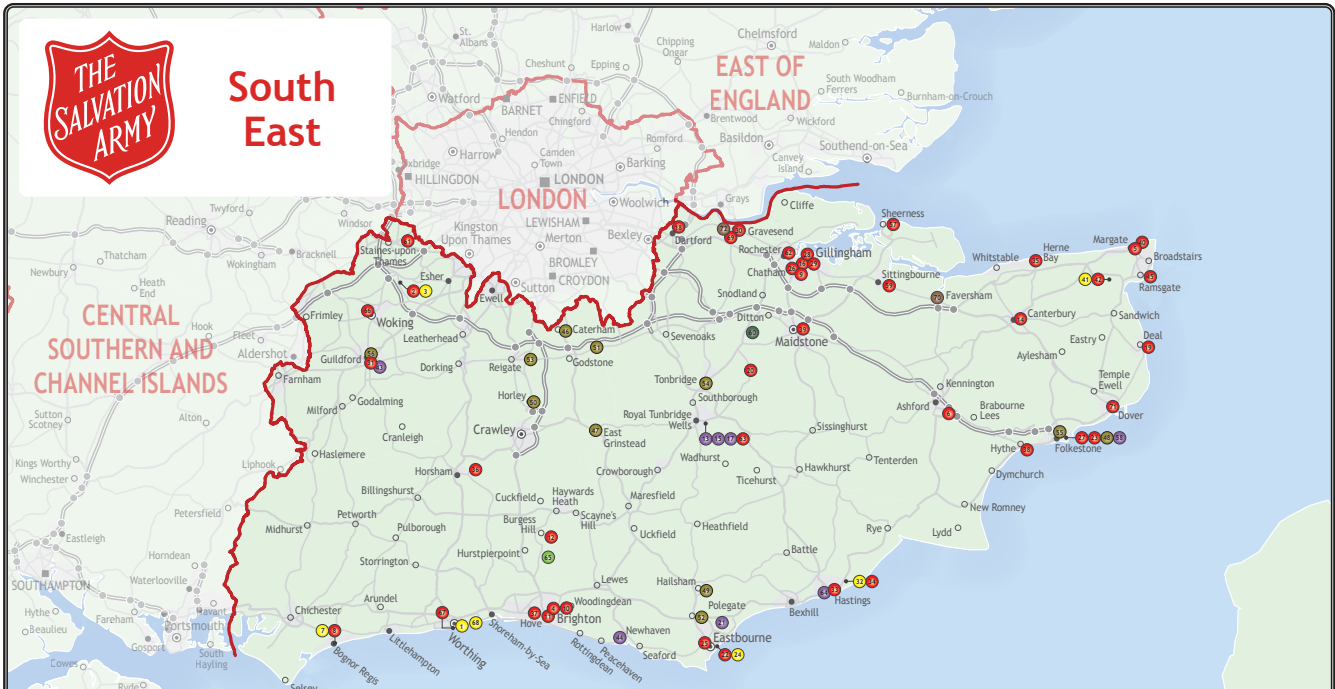
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- 111 SATCoL Donation Centre Burnley
- 80 SATCoL Donation Centre Carlisle

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Map by Lovell Johns Ltd.





# South East



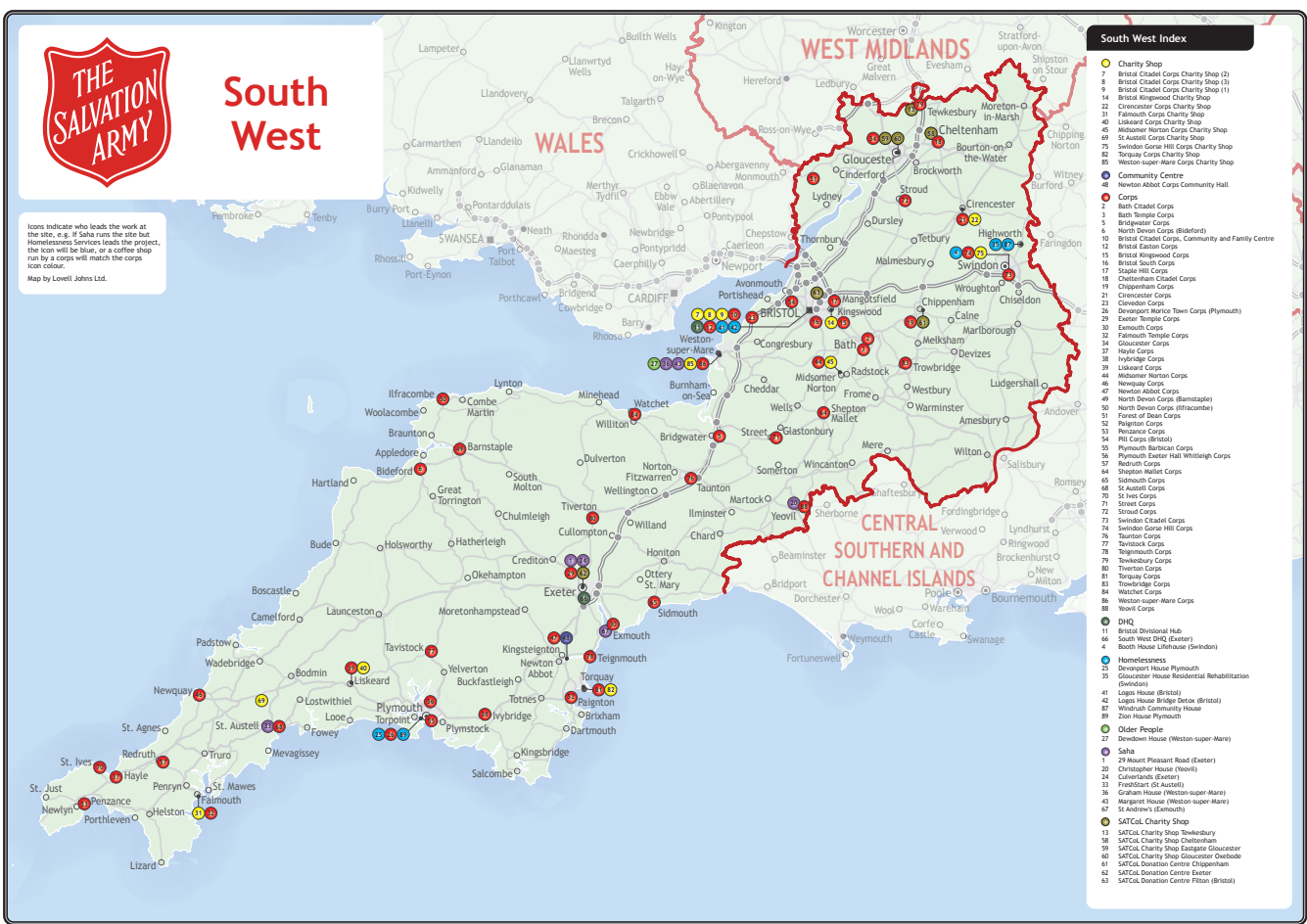
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- 4 Eastbourne Citadel Corps Charity Shop
- 5 Hastings Temple Charity Shop
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Map by Lowell Johns Ltd.



# South West



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Map by Lowell Johns Ltd.



# Wales



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- 3 Abertillery Corps
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- 51 Wales DHQ (Cardiff)
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- 30 Neath Fresh Expression and Core Recovery Church
- 55 Caerphilly
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- 7 Age Assessment House (Cardiff)

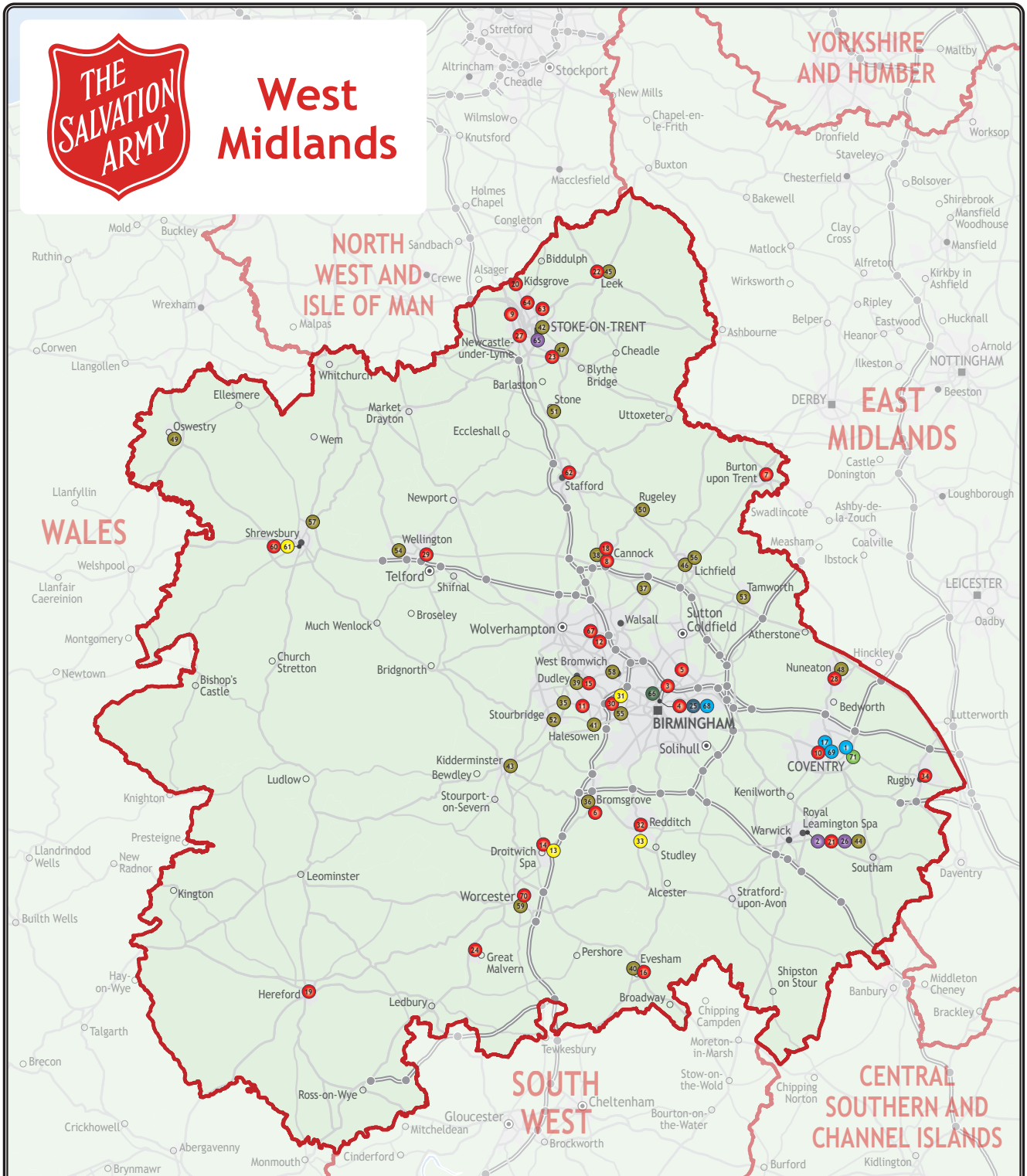
- 18 Crichton House Outreach Services (Splott, Cardiff)
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- 33 Newport Open Door Project
- 36 Northlands Lifeline (Cardiff)
- 48 TEASP Floating Support (Rhyl)
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- 56 SATCoL Charity Shop Gorseinon

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Map by Lovell Johns Ltd.



# West Midlands



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- 54 SATCol Charity Shop Wellington
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- 56 SATCol Donation Centre Lichfield
- 57 SATCol Donation Centre Shrewsbury
- 58 SATCol Donation Centre West Bromwich
- 59 SATCol Donation Centre Worcester

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Map by Lovell Johns Ltd.



# Yorkshire and Humber



## Yorkshire and Humber Index

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- 20 Doncaster Corps Charity Shop Bentley
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Map by Lovell Johns Ltd.



Love God  
Love Others

Territorial Headquarters, 1 Champion Park, London SE5 8FJ

[www.salvationarmy.org.uk](http://www.salvationarmy.org.uk)

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