

United Kingdom and Ireland Territory



# Love God, Love Others

The 'Valuing People' framework: a guide to helping us Love God and Love Others.

The Salvation Army is a Christian church and registered charity in England (214779), Wales (214779), Scotland (SC009359) and the Republic of Ireland (CHY6399).

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Based on Jesus' greatest commandment in Matthew 22:37-39 to 'love the Lord your God' and 'love your neighbour as yourself' – 'Love God, Love Others' underpins, inspires and motivates everything we do in every part of The Salvation Army. The 'Valuing People' framework ensures we also give attention, within this, to how we love ourselves and each other.

## Introduction

'Valuing People' is necessary because people are precious to God and The Salvation Army. The people and the mission are intrinsically linked. Mission is part of our relational journeys with each other, not just what we do, or deliver. Our people are not just a means towards the ends, to be used in an instrumentalist way for the greater purpose. Rather our people and our relationships together are a flavour of the good news that we offer the wider world and that they may share with us. Different roles may be performed by different groups but all are equal in their value as they enhance and build the Kingdom through the Army.

It is important for The Salvation Army to be a movement where everyone feels valued and where everyone can contribute to the mission whether they are employees, members, officers or volunteers. It is important for The Salvation Army to be a movement where we take better care of our people and ourselves.



*How can valuing each other and ourselves help us to 'Love God, Love Others'?*

## Purpose

'Valuing People' has been developed to support the vision, mission and values of The Salvation Army. The framework makes a clear statement about how The Salvation Army wants to value and treat its people. It helps us identify the values and skills needed in those who will help us fulfil our mission. It enables us to set out the culture and behaviours, influencing systems and structures that we wish to foster to enable everyone to have life in all its fullness in working and living out the mission. By supporting and releasing the potential of our people we maximise their effectiveness in mission.



*Isn't it enough to just love people as the Bible says? How do you think a focus or strategy for how we treat each other could be helpful?*

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## Values

‘Valuing People’ supports The Salvation Army’s values. Our identity, vision and God-given mission as disciples of Jesus Christ are shaped by the values of the Kingdom of God as we love God and love others, reaching for fullness of life for all with Jesus. Our values are reframed as statements of intent to assist us in how we live them out.

Our values, expressed as behavioural values and statements of intent, are:



- **Boldness** – we will courageously and confidently seek to fulfil our five mission priorities: share the good news, seek justice and reconciliation, nurture disciples of Jesus, serve others without discrimination, care for creation;
- **Compassion** – we will serve with the unconditional love and grace of God as the pattern for our behaviour, with a bias to the poor and marginalised;
- **Passion** – we will bring our best selves, our God-given energies and our convictions to our work, service and learning, whether as officers, members, employees or volunteers;
- **Respect** – we will welcome each person with the dignity of those created in the image of God, valuing their diversity, seeking to serve each other’s flourishing and transformation within God’s love;
- **Integrity** – we will be honest and transparent in all our dealings with each other and those we serve, being open about our motives and agendas;
- **Mutual accountability** – we will willingly and freely give full account for our actions to those we interact with and expect the same in return, recognising the link between individual responsibility and mutual accountability.



*In what ways do you think we could challenge ourselves and both encourage and support each other in living out the kinds of behaviour our values suggest and promote?*

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## Need for Change

‘Valuing People’ recognises that society is in a period characterised by exceptional levels of change. It provides a people-centred framework to guide choices The Salvation Army faces in how we seek to fulfil our mission in an unsettled landscape.

‘Valuing People’ came from looking and listening to feedback from a wide range of sources, including officer and employee surveys, which reported negative responses relating to culture. In analysing the feedback, which raised a need for culture change, themes were identified and a vision emerged. As the work on this and formal consultation at the Territorial Leaders’ Conference and Territorial Advisory Council continued, the themes were consolidated and are presented as principles which we can all work towards and live out.

These principles can guide us as we aspire to be a movement in which:

- all feel valued as central to our mission;
- all are fully engaged and embrace our Christian ethos and values;
- our values, behaviours and processes are consistent;
- good practices are shared across the Movement;
- our reflective practice and learning contribute to iterative development;
- the intrinsic value of every person is recognised;
- we value diversity of thought and skills, reaping the benefits of being inclusive;
- we are reducing inequality and fighting for social justice;
- and where unity and diversity lead to maturity.



*How can we, as individuals and together in our different settings, improve at inviting, receiving, reflecting on and growing through feedback?*



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## ‘Valuing People’ principles

Six strategic principles have been identified, through which we can achieve this vision:

- **Innovation and collaboration (page 7)**  
Learning together and encouraging experimentation, creativity and agility. Integration and alignment as opposed to silo working.
- **Values-driven behaviour (page 8)**  
Serving with integrity, helping us develop healthy relationships, contributing to collective wellbeing, helping us integrate what we do with how we do it, supporting how we engage in living out our mission.
- **Empowering people (page 9)**  
Being formed as servant leaders who release and enable people to achieve their potential, moving away from instrumentalism and managerialism towards coaching, contributing to naming, analysing and challenging oppression.
- **Inclusive community (page 10)**  
Valuing everyone, encouraging diversity of thought, growing and developing through learning from the contribution of diverse perspectives and experiences.
- **Effective systems and structures (page 11)**  
Person-centred rather than organisation-centred processes that serve and enable our people to live out our mission while meeting our legal requirements.
- **Healthy and flourishing environments (page 12)**  
Contributing to building resilient, inclusive, adaptable communities who work with risk to enable safety and handle adversity in positive ways, embedding reflective practice and using a trauma-informed approach that challenges and replaces toxic environments where they exist.

These principles are aligned and correlated with the attributes of Natural Church Development, the gifts of APEST (apostles, prophets, evangelists, shepherds, teachers) and the standards of Enabling Environments. Fit For Mission Review recommendations relating to culture are incorporated.

It is important that all of us who comprise The Salvation Army feel able to embrace the ‘Valuing People’ principles, and seek opportunities to embed them in our life and mission.



*How can we put these principles into practice in our everyday living, working and planning?*

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## Work undertaken to date

In 2018, Cabinet gave approval to an initial 'People Strategy'. Recognising that developing a fuller strategy would be a longer-term project, an initial action plan was developed which is in progress and includes:

- HR Strategic Plan is developing and implementing 'Valuing People' principles.
- Leaders for Leader Development, William Booth College, Officer Department and HR Department are collaborating on a leadership development and capability framework.
- A behavioural framework based on Salvation Army values has been developed.
- Opportunities to engage in reflective practice and training in reflective practice are being increased and embedded within the territory. This includes a collaboration between Mission Service, Diversity and Inclusion Manager, Well Being Department, School for In-Service Training and Development (SISTAD), HR and officer representatives called 'Wellbeing for All'. Also included is an increased capacity for pastoral supervision through the training of accredited supervisors, in a partnership between Wesley House Cambridge, SISTAD and the Well Being Department.
- A framework for training and to support practice for 'managers as coaches' has been instigated by the Wellbeing for All collaboration.
- The Well Being Department and Wellbeing for All have collaborated to run a nine-week challenge – VP GO – which has been engaged in by employees and officers.
- Inclusion is being given strong focus following recommendations from the Territorial Advisory Council and the People Strategy/Valuing People framework. A Racial Inclusion Working Group was set up to give major impetus to this need.
- Guidance for approaches to communication have been developed.
- Pastoral supervision training is being strategically implemented.
- Systems are in development for Employee Supported Volunteering, enabling staff to volunteer in other Salvation Army missional settings.

Other areas of work embody the principles identified in 'Valuing People', including:

- Recommendations of Commission on Officership and Paid Local Leadership. A working group are developing these recommendations into proposals to be made to Cabinet.
- Development of 'Dignity in Covenant' policy seeking to address imbalances of power within officership.

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## Valuing People Principles and Desired Culture Change Outcomes

### 1. Innovation and Collaboration

- Encourage innovation and creative missional experimentation; moving to a culture of continuous learning and improvement.
- Encourage and facilitate collaborative and cross-functional working as opposed to siloed working; moving to a culture of creative-cross fertilisation.
- Identify and involve those with current, relevant knowledge and expertise to contribute in informed decision making.
- Encourage communications that are inclusive, transparent and timely and share information so we move away from a culture where 'knowledge is power'.
- Facilitate the use of two-way communication so that feedback is valued and contributes to learning and improvement.
- Encourage and identify platforms for the sharing of good practice and effective knowledge management to enhance learning and improvement across The Salvation Army.
- Increase awareness that we can learn when we fail so that we move away from blame culture towards honest and open problem solving, learning from what has gone before and increasing innovation.
- Focus our resources on strategic missional outcomes, measuring outcomes and benefits and stopping what isn't adding value to make room for innovation.

### How this is being put into practice

A corps charity shop development group has recently been set up to provide a support network for corps charity shops. It is a collaboration between representatives from corps and division, key THQ departments and the Salvation Army Trading Company (SATCoL).

The group is hosted by Community Services and supports Innovation and Collaboration, meeting regularly to draw on the expertise of its members to address challenges and seek solutions, share knowledge which can help shape central policy and also inspire charity shop workers (teams) to try new approaches to improve their success financially and missionally.

Workers regularly contribute to the charity shop newsletter to share what is working for them with top tips people can put into practice.



## 2. Values-driven Behaviour

- Improve the way we behave with each other.
- Create frameworks that embed value-driven behaviour in every area of our work.
- Invite the views of all the people who are part of our fellowship, employment and whom we serve.
- Ensure people we attract to the organisation share our values.
- Ensure are all accountable not only on what we achieve but on how we achieve it.

### How this is being put into practice

In Older People's Services care home staff are encouraged to consider what it would look like if they behave the way The Salvation Army's values imply. One care home encourages staff to share stories with managers when they see colleagues genuinely putting the Army's values into practice, such as a kind response to a resident's challenging behaviour. The manager rewards staff with Wispa bars and a note saying 'I heard a Wispa that you did... today' to recognise positive behaviour. The small gesture affirms good work and encourages the team to celebrate each other. Linking behaviours to values, making them measurable and open to challenge and affirmation, creates an environment of mutual accountability (one of the values).



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### 3. Empowering People

- Be managers and leaders who are open, transparent and act with integrity; who can challenge bullying behaviours, have difficult conversations and give honest feedback well.
- Move from hierarchical-based leadership models and micro-management towards a collaborative approach where diverse voices and creativity is valued.
- Lead based on guiding, liberating, equipping and resourcing from the ground up, building trust.
- Invest in and develop leaders to role model a servant way of leading that empowers while holding to account.
- Develop leaders and managers as coaches who invest in and nurture teams to reach potential.
- Move away from a culture where people are moved around to overcome problems and towards supporting people constructively to be the best they can.
- Encourage future leaders from underrepresented groups.

#### How this is being put into practice

Dublin City Corps is a youthful, multicultural city centre church, encompassing 16 nationalities. The congregation has a shared experience in that 95 per cent of them are migrants to Ireland, now living and working across several counties.

That the corps 'gathers and scatters' very much shapes their thinking about mission and discipleship. There is a strong focus on investing in their people and empowering them so they can play a pivotal role in the mission of the corps. They build one another up and equip each other to serve and evangelise where they live and work, recognising that people travel to worship which in turn impacts the ability to run week-time activities. Each person brings unique cultural gifts and insights to the fellowship and all are keen to invite and welcome others to join them, to share their testimonies and prayer requests.

After the experiences of the pandemic they are hopeful and expectant about the future as they now gather physically again. The corps is growing – with people attending meetings and midweek activities – and new activities have been introduced for families and migrants. The corps has also welcomed a Ukrainian refugee family. Dublin City's fellowship continues to dream together about what God has in store.

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## 4. Inclusive Community

- Reflect the positive inclusion we practice in service delivery in our wider practices.
- Realise we are at our best when we reflect the diversity of our society and can understand the needs of those we serve; where all our people are able to bring their whole selves to the mission and can serve at their best.
- Celebrate and honour difference.
- Hold key conversations around race and LGBTQ+ and other protected characteristics to lead to greater inclusion, hear the voice of these communities and act on feedback.
- Recognise and identify ways to address inequality in relation to different protected groups to enable everyone to achieve their potential.
- Build a culture that is accessible, consultative and encourages collaborative and joined up working
- Ensure our language is inclusive, using 'us' and 'we', rather than 'them' or 'they'.
- Address officer/employee inclusion, valuing calling equally.

### How this is being put into practice

The Covid-19 pandemic brought many enforced changes for corps. However, when lockdowns were introduced, Welling Corps realised it was not the inclusive church it had believed itself to be.

The corps had many members who, due to ill-health, were unable to physically join worship each week, and the pandemic created the opportunity for this to be addressed.

During the lockdowns, worship took the form of a physical paper pack, which received really positive feedback. The fellowship realised that, for the first time in years, they were all worshipping together on a Sunday. Corps officer Captain Katy Shubotham said: 'God quickly began to bless this. We more than doubled our weekly worship packs, welcomed two new adherents and a soldier and started a prayer meeting that is now full to capacity every week.

'The lockdowns meant that we couldn't be busy being busy; instead we had to prayerfully take our time before starting anything. We now have a food bank, which has resulted in many people beginning to explore faith.'

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## 5. Effective systems and structures

- Provide effective structures that are fluid and responsive, rather than rigid and limiting or providing no framework or accountability.
- Become a movement that does not just react pastorally and respond to crisis, but that excels in planning and strategy to achieve missional priorities.
- Create systems that enable us to deliver our frontline mission with lean, end-to-end, person-centred processes, with clear process owners and robust project management.
- Encourage commitment to continuous learning and improvement, working cross-organisationally, being informed by data and metrics to ensure we are achieving the best we can.
- Ensure people are clear on expectations of their role, are equipped to carry them out, managers are upskilled to manage performance and all commit to mutual accountability in their behaviour to others so our behaviours match our values, leading to trust and integrity.
- Encourage person-centred and empowering communication, transparency of decision-making with decisions audited and reported back.

### How this is being put into practice

New Territorial Property Director Peter Grant recognised the talent of his team and that they were often prevented from doing their best work due to processes or resource constraints. He set out the ‘Making It Easier’ plan to improve the customer and team experience, and to tackle the challenges, transform structures and ultimately improve how they manage property. The team also set the aspirational vision: ‘To deliver the right property solutions at the right time at the right cost, delighting our customers and enabling mission to flourish’.

Peter said: “Nelson Mandela said action without vision is only passing time, vision without action is merely day-dreaming, but vision with action can change the world. We have set our vision, we have a plan that will bring about action and we’re ready to work alongside our customers as they bring change in our world.”

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## 6. Healthy and Flourishing Environments

- Encourage and facilitate person-centred, trauma informed and reflective practices that improve wellbeing, provide psychological and emotional safety, and result in an improved experience internally and externally.
- Strategically plan to get the right people in the right roles; providing training and developing skills for the future as well as now; building commitment and effectiveness.
- Develop and resource our support teams to provide excellent customer service.
- Foster an environment where our people are encouraged and enabled to live a balanced life.
- Increase opportunities for all to flourish through empowerment, flexibility, inclusion, resources.
- Nurture a culture that is mutually supportive and celebrates people's contributions.



### How this is being put into practice

The Well Being Department and Wellbeing for All group collaborated to run a nine-week challenge – VP GO – where officers, territorial envoys and employees were encouraged to form teams and engage in healthy competition to be more active. Tips, activities, digital health tools and motivation were all available through an app, in which activities were also tracked, moving teams forward in the challenge.

Each day people could learn more about health and try mini challenges relating to nutrition, sleep, self-care, stress and staying active. This provided opportunities to support physical, mental and spiritual health during particularly challenging times, to build community while working from home and to help build healthy habits.



## Next Steps

We will continue to develop ways to listen and work together – whether you are part of our movement as an officer, territorial envoy, local leader, employee, member, friend, volunteer or service-user. We want to ensure our identity, vision and mission are shaped by the values of the Kingdom of God as we love God and love others, reaching for fullness of life for all with Jesus.

Different opportunities will be made and taken to facilitate this – transparency will be key during the developing process and conversations.

Already before the end of 2021, opportunities were made for people to contribute to The Salvation Army's work of collaborating on adapting culture and structure to enable greater flourishing of mission. People were able to participate through forums across the territory, corps leadership meetings and a survey. Feedback given and contributions made will continue to develop the 'Valuing People' framework and action plan.



*The 'Valuing People' maildrop is one means that's available for feedback and contributions to the conversation. What additional methods would you suggest be developed to help us listen to each other and work together?*

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## Our Identity

In 2021, the United Kingdom and Ireland Territory adopted several new statements designed to capture the mission and vision of The Salvation Army for this territory at this time. These are reflected in the preceding pages in the references to ‘Love God, Love Others’ and ‘Fullness of life for all with Jesus’.

This was the outcome of work completed by the Identity Task Force across 2020-21. Their remit was to also affirm the values of the territory, which are at the foundation of our ‘Valuing People’ framework.

A ‘Valuing People’ framework is necessary ‘because people are precious to God and The Salvation Army. The people and the mission are intrinsically linked. Mission is part of our relational journeys with each other, not just what we do, or deliver.’

The values and principles of ‘Valuing People’ sit comfortably alongside our new territorial statements.



*In what ways can we show better that the mission is about people and the quality of our relationships with each other, not something we ‘do’ to people?*

## Our Intention

Based on Jesus’ greatest commandment in Matthew 22:37-39 to ‘love the Lord your God’ and ‘love your neighbour as yourself’, ‘Love God, Love Others’ underpins, inspires and motivates everything we do in every part of The Salvation Army. We must not simply love God and ignore others. Neither should we love others and behave as if God does not exist. The Salvation Army’s wellspring, its driving force, is summarised in ‘Love God, Love Others’. ‘Valuing People’ ensures we also give attention, within this, to how we love ourselves and each other.

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## Our Vision

The phrase ‘Fullness of life for all with Jesus’ is our vision for every part of The Salvation Army. It is inspired by the words of Jesus: ‘I have come that they may have life and have it to the full’ (John 10:10 NIV).

No words can adequately capture the vision of boundless salvation that God intends for the world and everything in it. However, we believe everyone can enjoy fullness of life with Jesus. It is aspirational – we are not there yet – but this is what we strive towards.



## Our Mission

Our Mission focuses on five key priorities aimed at helping us achieve Our Vision – ‘Fullness of life for all with Jesus’. They are not arranged hierarchically. They overlap and mutually support each other:

- To share the good news;
- To serve others without discrimination;
- To nurture disciples of Jesus;
- To care for creation;
- To seek justice and reconciliation.

Each of the five priorities of Our Mission is rich in meaning and helps us explain to 21st-century society why the Christian message and the work of The Salvation Army are relevant and desperately needed in our communities and nations.





## Our Identity Principles

Our Identity Principles guide and strengthen the identity of The Salvation Army across our territory. They are:

- The identity of The Salvation Army originates in God and is rooted in God – Father, Son and Spirit.
- The Salvation Army must be Spirit-filled and life-giving for all people.
- The Salvation Army must consistently explore, embrace and strengthen our God-given, God-inspired identity, which is part of the mission of God in the world and the wider Church.
- The identity of The Salvation Army must be faithful to God’s purposes and relevant and engaging to a range of audiences. For example, corps members, employees, supporters, volunteers, officers, media and parliament.
- The Salvation Army’s identity must be big enough for every part of the territory to understand itself and be appreciated as part of one Salvation Army, contributing to ‘Our Mission’. Fragmentation or narrowing the identity of the Army poses a risk to an inclusive and diverse Salvation Army.

We need to be clear, confident and consistent as we live out the gospel of Jesus and ‘Love God, Love Others’ in every aspect of our lives. These statements and principles will help us to do this together.



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## Transformation, Integration, Streamlining

Many organisations have made the mistake of creating and adopting new principles, values and goals – and then immediately ignoring them! We need to make sure that ‘Valuing People’, our values, our vision and our mission are enacted in reality.

The Salvation Army has always been very pragmatic, rather than theoretical or abstract, and so we are already looking at ways to initiate real change in how we ‘do’ Salvation Army.

Commencing in 2021, the Structure Coordination and Design Project (SCDP) aims to help the UKI Territory achieve greater local mission flourishing by coordinating and designing appropriate support from headquarters.

When we talk about ‘local mission flourishing’ or ‘local mission delivery’, we are referring to all aspects of Salvation Army work that directly connects with people in communities such as corps, fresh expressions, pioneering, core recovery church, Lifehouses, care homes, anti-trafficking work, chaplaincy, employment services, debt advice, charity shops and other services.

Three desired outcomes are prioritised in this work:

- **Transformation:** 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).
- **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.

To achieve the desired outcomes, there are four main stages of the project: listening (forums, surveys, discussions, feedback); design (determining how to respond to issues raised in the listening phase); impact analysis (review of proposals and feedback); and implementation (a plan will be developed to implement proposals determined by the impact analysis).



## Our Approach

The UKI Territory has implemented organisational change several times in the past three decades and, understandably, some people are asking ‘What’s different this time?’ The answer is that the world is different this time. The Covid-19 pandemic has changed the world and is challenging some of our assumptions.

People are open to change and being more flexible and more open to the leading of the Spirit. We do not need to fear the future but, rather, grasp the opportunities and allow God to do a ‘new thing’ with his Salvation Army.

The members of the Structure Coordination and Design Group have discussed and debated many issues and are focused to ensure it is different this time. We must be clear, confident and consistent in who we are. The Salvation Army in the UK and Ireland has new vision and mission statements that will steer us in how we love God and love others.



*In what ways do you think it’s possible that changes in how we relate to each other and value each other could impact our ways of working?*

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## Our Commitment

However, even with a clear purpose, we will not achieve the desired outcomes without long-term commitment to changing our culture, processes and structures. We cannot fix ‘old wineskins’ (Mark 2:22) in a few months. The Salvation Army is essentially community-based and locally responsive. Local mission flourishes when we help people to build deeper relationships with God, each other and ourselves.

We want greater focus on local mission flourishing and everyone at THQ and DHQs need to ensure every resource and support they develop for the local mission units must contribute to that goal. Therefore, headquarters’ procedures, processes and systems must enable, not hinder, local mission. If they don’t, they must be changed.

In all things, the Army must be Spirit-filled and life-giving to all people. When this happens, local mission is flourishing. We do not believe there are simple, quick and easy solutions to complex, long-term challenges. Change is always with us; we need to continually learn and adapt. We need to be agile and creative as we relentlessly seek our vision of ‘Fullness of life for all with Jesus’.



*Could you ask yourself and your teams and fellowship regularly, as you engage in mission: How are we putting into practice ‘Valuing People’ principles, and where are we missing opportunities to do this?*

- Innovation and collaboration
- Values-driven behaviour
- Empowering people
- Inclusive community
- Effective systems and structures
- Healthy and flourishing environments

*Dear Lord,*

*We confess to you and to each other  
That we have sinned in thought, word and deed;  
By what we have done and by what we have left undone.  
We confess we have not loved you with all our hearts and minds  
and souls and strength.  
We confess we have not loved our neighbours as ourselves.  
We have not forgiven others as we have been forgiven.  
We have not served as Christ served us.  
We have grieved your Holy Spirit.  
Have mercy on us, Lord.*

*We confess, Lord, our past unfaithfulness; our pride; our impatience;  
When we've been self-indulgent and when we've wronged other people,  
We confess, Lord, our negligence in prayer and worship  
and our failure to live out the faith we claim,*

*Accept our repentance, Lord, for the wrongs we have done;  
For our blindness to human need and suffering,  
And our indifference to injustice.  
For our judgementalism, for our unkind thoughts towards our neighbours  
and for our prejudice toward those who differ from us.  
Accept our repentance, Lord.*

*Restore us, dear Lord,  
Hear and answer our prayer.  
We thank you for your love and mercy.  
Fulfil your work of salvation in us  
And may we show your glory in the world.  
In the name of Jesus.*

*Amen.*

