



United Kingdom and Ireland
Territory

Frequently Asked Questions regarding proposals from the Structure Coordination and Design Group

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SCDG Proposal

Question	Response
<p>What's the SCDG proposing?</p>	<p>To support and release people so local mission flourishes by:</p> <ul style="list-style-type: none"> • reducing the number of divisions (from 22 in 2020 to 14 by 2023) and closing some DHQ and Regional Service Centre buildings. • increasing the number of practitioners who also have responsibilities for support and oversight. • strengthening a culture of continuous improvement rather than 'big bang' change initiatives. • reducing the administrative burden on corps officers and local leaders. • seeking greater integration of Salvation Army work within and between divisions, corps and centres. • refocusing Territorial Headquarters on local mission priorities through streamlining processes and systems. • recognising that not every division should be the same and not all change has to happen at the same time. <p>Read the full report here https://www.salvationist.org.uk/strengtheningourfuture.</p>
<p>Why aren't you proposing more changes?</p>	<p>We're extremely grateful for all the input from the forums, the survey and the Divisional Design Groups. We've heard and agreed that this is not the time for a 'big bang' change programme, particularly as many people and communities are fragile as they emerge from the Covid-19 pandemic. Some changes are critically important and these are being prioritised. Other changes will be seen over time, for example, the reviewing of many THQ processes must result in the way THQ staff work with DHQ for local mission to flourish. For more information, see pages 5-6 and pages 9-13 in the SCDG report. https://www.salvationist.org.uk/strengtheningourfuture).</p>
<p>Aren't we just 'moving the deckchairs' again?</p>	<p>The SCDG is building on the work of the Fit For Mission Review and the Structure Development Working Group, addressing some complex issues which hinder the Army's mission delivery. We need to resolve the structural issues so we have more energy and resource for local mission delivery. The territory is committed to embedding a culture of continuous improvement into the way we work.</p>

<p>Why weren't all of the DDG suggestions on divisional boundaries accepted?</p>	<p>All of the DDG recommendations were reviewed at the Territorial Leaders Conference (TLC). At TLC, and throughout this process, divisional leaders with senior THQ staff prayerfully asked God for guidance. There was healthy debate on some matters regarding the size of divisions and what DHQ needed to be and do to help local mission flourish. Subsequently, the Cabinet supported the proposal to move to 14 divisions and agreed that DHQ need more flexible ways to support and oversight corps and other local mission settings.</p>
<p>How can we be sure we are doing what God wants us to do this time?</p>	<p>This is a hard but important question. We must not be over-confident in our answer and must constantly discern the will of God. Throughout the Structure Coordination and Design Project, significant time has been dedicated to listening to what God is saying. Prayer groups have been key. The Faith Based Facilitation process has been used throughout and this included the Bible and the experience of the Church down the ages (tradition). We've listened out for and identified 'Kairos Experiences' when the Holy Spirit brought us illumination and clarity. In our discussions, there has been healthy debate and rigorous discussions but without strident convictions against these proposals. We are now at the point where many more people are being included in the process and we continue to listen and discern. Please share your perspective by emailing transformation@salvationarmy.org.uk</p>
<p>Restructures are just a waste of time and money.</p>	<p>The Salvation Army needs to adapt to a rapidly changing global context. Change is a constant in life but the speed of change in the past decade has been remarkable. These days, large corporations are only business-planning for the next 400 days because three to five-year plans are quickly out of date. The Salvation Army needs processes, structures and an organisational culture that is adaptable, organic and flexible for the future - without losing our mission focus to love God and love others. Therefore, we need to streamline and integrate our processes.</p>

<p>How much has this cost? How much will it cost?</p>	<p>The SCDG costs have been kept extremely low. External management consultants have not been used and all the work has been done within existing budgets. The Structure Coordination and Design Group (SCDG) has relied upon the experience, skills and gifts of people already within The Salvation Army to develop and implement this project.</p> <p>Significant changes have been made since 2019 following two reviews of Fit For Mission. These are already saving approximately £1.1 million a year. The SCDG report identifies the potential for further savings if existing DHQ buildings are no longer required. The 2022/23 budget suggests this could be in the region of £350k per annum plus capital benefits.</p> <p>It is anticipated that these savings will allow for investment in corps administration support and more practitioners involved in support and oversight. However, no approvals for additional cost have been given at this time.</p>
<p>Why is the SCDG making decisions when it doesn't represent the wider Salvation Army?</p>	<p>The SCDG isn't a decision-making group - it helps various parts of the Army listen to each other, discern together and co-ordinate the implementation of structure change. Throughout the project, opinions were gathered from a wide range of people: more than 500 people attended 25 forums; more than 1,500 people participated in an open survey and there were more than 40 local leadership discussions. The Territorial Advisory Council was consulted and the SCDG continues to receive feedback from emails sent to transformation@salvationarmy.org.uk.</p> <p>The Cabinet oversaw the work with the directors of SATCo and IHQ leaders being kept abreast of developments. At the end of this consultation process, decisions will be taken by the SATCo Directors and IHQ. Approved proposals will then be handed over to new divisional teams and Service Design Groups to own and complete the restructure work. The intention throughout has been to enable local mission to flourish.</p>
<p>How is the SCDG being held accountable?</p>	<p>The SCDG reports to Cabinet at every meeting - at least monthly. Further oversight has been provided by SATCo and IHQ. The SCDG expects its work to be concluded by autumn 2023. Responsibility for implementation and continuous improvement will be handed back to teams at THQ and DHQ for implementation and continuous improvement before the end of 2023. The SCDG has recommended an independent review of this project is undertaken in 2024.</p>

Divisions

Question	Response
<p>Why has my division changed?</p>	<p>Twenty-two divisions aren't sustainable in terms of personnel and finance so a reduction in the number of divisions in the territory has been recommended by all the groups who've studied this in recent years. 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. (See pages 7-8 of the SCDG Report for the reasons for change).</p> <p>Divisions have been of similar size, but some covered more than one local authority, leading to confusion. The proposed plan uses local authority and county boundaries - adhering to these boundaries is essential for developing relationships and working with external partners such as local authorities, ecumenical and other community groups.</p>
<p>We work well with part of the Army no longer in our division - what do we do?</p>	<p>Our identity is as one Salvation Army - divisional boundaries aren't walls that prevent joint-working and engagement. Collaboration between divisions, corps and centres continues to be encouraged wherever it strengthens relationships between people and grows God's Kingdom. Divisional boundaries help focus support and oversight - they should not be a barrier to mission.</p>
<p>Has my corps changed divisions?</p>	<p>You can view the territorial map with the proposed new divisional boundaries here https://www.salvationist.org.uk/strengtheningourfuture</p>
<p>Our division will be too big for our kids/events, what do we do?</p>	<p>Divisional boundaries primarily exist for administrative and pastoral purposes. They are not meant to stop Salvationists worshipping and working across divisional boundaries. We encourage you to explore what's happening in divisions that might be close to you in addition to your own.</p>

<p>What are the proposed divisions?</p>	<ul style="list-style-type: none"> • Central and Southern Scotland (effective 1 July 2023) • Central, Southern and Channel Islands (effective 9 January 2023) • East Midlands (effective 9 January 2023) • East of England (effective 9 January 2023) • Ireland (effective 9 January 2023) • London (effective 1 July 2023) • North East (effective 9 January 2023) • North Scotland (effective 9 January 2023) • North West and Isle of Man (effective 9 January 2023) • South East (effective 1 July 2023) • South West (effective 6 April 2023) • Wales (effective 9 January 2023) • West Midlands (effective 9 January 2023) • Yorkshire (effective 9 January 2023)
<p>What proposed division am I in?</p>	<p>You can find your country/county listed here https://www.salvationist.org.uk/strengtheningourfuture</p>
<p>Where would my DHQ be?</p>	<p>The proposed locations for DHQs are:</p> <ul style="list-style-type: none"> • Central and Southern Scotland: Stepps, Glasgow • Central, Southern and Channel Islands: High Wycombe • East Midlands: Nottingham • East of England: Waterbeach • Ireland: Belfast • London: Denmark Hill • North East: North Shields • North Scotland: Aberdeen • North West and Isle of Man: Liverpool • South East: Kings Hill • South West: Exeter • Wales: Cardiff • West Midlands: Birmingham • Yorkshire and Humber: Leeds

<p>Why isn't my corps/Lifehouse/charity shop in the division I expected?</p>	<p>Some exceptions to county boundaries have been made, where corps in one county are included in a nearby division. Conversations are taking place with these corps in:</p> <ul style="list-style-type: none"> • Lincolnshire: Scunthorpe, Barton Upon Humber and Grimsby (under Yorkshire and Humber Division). • North Yorkshire: Middlesbrough Acklam, Middlesbrough Citadel, Eston and Guisborough (under North East Division). • Wiltshire: Salisbury (under Southern and Channel Islands). • Berwick-upon-Tweed will remain in East Scotland Division and, from 1 July 2023, in Central and Southern Scotland Division. <p>Discussions are continuing with Centralised Services to ensure relationships between all parts of the Army in an area can be strengthened.</p>
<p>What's happening to the DHQ officer roles?</p>	<p>These roles are currently being revised and more information will be available in due course.</p>

Employees

Question	Response
<p>Is my role impacted?</p>	<p>All employees impacted by proposed changes have received information from their HR business partner that contains everything they need to know about the changes being made, how to take part in the consultation process and where to access personal support. If you have been impacted but have not received this information, please speak to your HR business partner.</p>
<p>I'm a THQ employee - how will my role be impacted by proposed changes?</p>	<p>Service Design Groups, led by the Service Heads, are working through the issues raised by Divisional Design Groups. This will be part of continuous improvement going forward. Service Heads have been reviewing how the proposed changes will impact staff who work in the regions. They have communicated directly to these staff. If you haven't yet been informed about any impact to your role but you think you will be impacted, please speak to your line manager. You can also check out OurHub for further information about the proposed boundary changes and DHQ locations.</p>

Feedback

Question	Response
<p>How can I feedback on processes that are hindering mission?</p>	<p>We'd love to hear from you! At the heart of this project is a desire to shift the culture from having regular organisational reviews by taskforces to a culture of continuous improvement. All of us need to continually be thinking about ways to improve local mission delivery as well as improve support and oversight. We also need to learn to be receptive to new ideas and, sometimes, accept that our solutions might not be workable. We hope the transformation@salvationarmy.org.uk mailbox will continue to be regularly used to share ideas with territorial leadership.</p>