



United Kingdom and Ireland Territory



Structure Coordination and Design Project

FINDINGS AND PROPOSALS REPORT

Released: September 2022



CONTENTS

Executive Summary	3
Project Overview	4
Why Are Changes Needed Now?	7
Interdependent Work	9
Priority Actions for Transformation, Integration and Streamlining	10
Divisional Boundary Options.....	14
Divisional Boundaries – Names, Strength and Size	15
Divisional Boundary Map	16
New Divisions – Counties, Local Authorities and Exceptions	17
Forming the New Divisions	20
DHQ Officers Proposals.....	21
Potential Impact on DHQ Employees.....	22
Affordability and Sustainability.....	23
Conclusion	24
Terms of Reference: Structure Coordination and Design Group	25

Executive Summary

The Structure Coordination and Design Group was appointed in early 2021 and three desired outcomes were agreed by the UKI Cabinet:

- **Transformation:** Increase the capacity of locally based Salvation Army work¹ 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.

A four-stage project plan was developed to achieve these three outcomes: Listening; Design; Impact Analysis; Implementation. This report gives an account of the project's progress over the past 20 months, explains why change is needed now and highlights the interdependency of this work with other territorial initiatives. The report recommends priority actions required for transformation, integration and streamlining. It also includes proposals regarding divisional boundaries, the staffing of DHQ and sets out how change will be implemented at THQ.

In summary, The Salvation Army longs to see local mission flourishing across the UK, Ireland, the Channel Islands and the Isle of Man towards our vision of 'fullness of life for all with Jesus'. To help that happen, the SCDG work has captured lots of great ideas and suggestions from more than a 1,500 people who are part of The Salvation Army. We're proposing to empower and release people into local mission work by:

- reducing the number of divisions (from 22 in 2021 to 14 by 2023) and closing some DHQ and regional service centre buildings.
- increasing investment of people and funding into local mission delivery (LMD) by ensuring 'support and oversight' is more integrated and aware of LMD priorities. For example, by 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.
- not every division being the same and not all change happening at the same time.

The 'direction of travel' set out in this report has been endorsed by the UKI Cabinet, International Headquarters and the directors of SATCo. The proposals outlined below require consultation with employees impacted by the changes. Comments and questions are also welcome from everyone connected to the Army. Please email transformation@salvationarmy.org.uk and you will receive a reply.

¹ 'Locally based' 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.

Project Overview

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 (for more information see <https://www.salvationist.org.uk/faith/our-vision-and-mission>). All this work must be done in accordance with our Values (visit <https://www.salvationist.org.uk/faith/our-values> for more information).



The territory has more than 1,000 local units (corps, social service centres, charity shops and other initiatives) and tens of thousands of people delivering the Army's mission. The Structure Coordination and Design Project (SCDP) was appointed in January 2021 by the Chief Secretary to 'develop and design' structures and processes resulting in appropriate support and oversight for these local mission units. The SCDP 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 (retired, former SATCo Director and long serving Divisional Commander). See page 25 for the Structure Coordination and Design Group (SCDG) Terms of Reference and membership.

The UKI Territory Cabinet agreed three desired outcomes for the SCDP:

- **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, the project has four main stages:

1. Listening: Prayer has been the foundation of this project as people across the territory have sought wisdom and insights from God. Proverbs 15:22 was instructive: 'Plans fail for lack of counsel, but with many advisers they succeed' (NIV). Therefore, opportunities to listen to each other have been 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 The Research and Development Unit produced a [report](#) analysing all the feedback.

2. Design: The desired outcome of the SCDG is to help local Salvation Army mission flourish. Thirteen Divisional Design Groups (DDGs) were appointed in December 2021 and were asked to focus primarily on the support, processes and structures that corps and other local mission delivery units need to flourish. The DDGs were given a detailed handbook summarising the earlier work and providing common supporting guidance to help them complete four tasks:

- a. Reflect on the information gathered in the Listening stage.
- b. Review existing processes and structures (looking backwards).
- c. Review divisional boundaries.
- d. Streamline and Integrate for the future (looking forward).

All DDGs completed their work by early May 2022. They identified 305 processes that could be improved. There were some duplicates and overlapping.

Service Area/ Department	DDG Responses	Resulting Issues
Business Administration		
• Finance	47	6
• IT	12	9
• Property	29	12
• Business Services	21	4
• Audit	2	1
Communications	22	8
Mission	61	12
Personnel		
• HR	32	7
• Officer Unit	10	11
• Safeguarding	13	6
Chief Secretary's Office	56	8
Grand Total	305	84



Service Design Groups (SDG) have been established in the four THQ services to respond to the issues raised - Business Administration, Communications, Mission and Personnel - and another in the Chief Secretary's Office. SDGs progress in addressing the 84 resulting issues is being supported by the SCDG with oversight from the Cabinet. Some of the issues are already being addressed (see pages 9-12 for more information) and significant progress is expected on all the issues in the next 12 months as part of evidencing THQ's commitment to continuous improvement.

DDGs also reviewed current divisional boundaries and made recommendations. There were 13 DDGs compared to 20 existing divisions. Existing county and local authority boundaries were clustered to construct the DDGs and were tentatively offered as a 'straw man' starting point for potential new divisional boundaries. The DDGs were also asked to identify opportunities and proposals to answer the question: 'What support and oversight is needed for local mission to flourish?' DDGs were encouraged to be bold and creative in proposing what 'support' and 'oversight' is required. At the same time, while wanting to be as locally responsive as possible, the territory cannot have completely different processes and structures for support and oversight in different divisions. Streamlining and integration are two of the desired outcomes so there are limits on the amount of divergence. There are also some non-negotiable processes and rules that must be followed. Some of these are determined by governments; some are set by regulators; some are directives issued by IHQ and THQ.

DDGs were asked to use Support and Oversight building blocks, which, like Lego bricks, come in different colours and sizes. Red blocks are **non-negotiable** because they involve processes and regulations which are needed for compliance; green blocks are **flexible** because compliance is not required so more flexibility is possible; blue blocks are **bespoke** and will probably only apply to that area, eg the need for Welsh speakers in Wales. DDGs were asked to provide a rationale for any blue blocks. 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 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.

3. Impact Analysis: The consistent 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. The SCDG analysed the information provided by the DDGs, SDGs and the Listening Phase and developed a set of papers for discussion at the Territorial Leaders Conference (TLC) in late May 2022. A review group was appointed to review the experience of the ‘Early Adopter Divisions’ (North West; East of England; Wales; Southern) to learn lessons. Recommendations were shared with TLC and have been used in the development of the draft implementation plan.

External facilitators (two Salvationists with professional expertise) guided two and a half days of discussion at TLC. There was a good spirit of shared purpose underpinned with times of prayer and reflection. The following week, the UKI Cabinet met with the SCDG members for two further days of discussion. Subsequently, International Headquarters and the Directors of SATCo have endorsed the direction of travel.

Both HR and Finance working groups have been established to cost all proposals both in terms of impact on people and on finance. These groups, and potentially others, will continue to assess proposals and plans during the implementation phase.

4. Implementation: The territory is committed to embedding a culture of continuous improvement into the way we work. A key aspect will be focusing all DHQs as well as THQ units and departments on serving and enabling local mission flourishing. Implementation will intentionally be phased with opportunities for learning and adjustment from feedback throughout the process.

The SCDG is recommending 14 new divisions are formed in an orderly and constructive manner. The intention is to complete the proposed boundary changes by July 2023. It is planned to start the changes in January 2023.

The SCDG is working with the current divisional leaders using a common set of building blocks plus the recommendations from the Listening and Design Phases to develop DHQ officer staffing proposals for consideration at the Appointments Conference in January 2023. A review of DHQ employees has been undertaken. The intention is, as far as possible, to work with current DHQ employees and transition to the new divisions. There is no expectation of significant reduction in DHQ employee posts resulting from staffing structure changes. It is recognised that DHQ locations may have an impact for individuals, and this will be discussed within consultation.

Why Are Changes Needed Now?

The big ‘why’ for this change programme is that Salvation Army people long to see ‘flourishing’ because God longs for the whole of creation to flourish. It is the most powerful ‘why’ in the world. We do what we do because we are part of God’s mission to the world. We long to see people and communities and nations flourish. This is not simply the Army’s mission – this is God’s mission: to share the good news of Jesus; to serve without discrimination; to make disciples of Jesus, to care for creation; and to seek justice and reconciliation. That’s the mission that we want to deliver even more effectively across our territory.

Flourishing does not just happen. The SCDP developed a simple ‘Flourishing Equation’ to summarise the key actions needed for flourishing. The key factors needed for local mission flourishing are summarised in the following:

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

Local mission (corps, centres and community work) won’t flourish without Local Mission Delivery (LMD). LMD is not sustainable without appropriate support and oversight. This project is not focused on LMD – other work is being done across the territory to expand and improve mission delivery (see p9). This project focused on the ‘Support, Oversight and Release’ part of the equation. Salvation Army people must be appropriately supported and accountable for their work. To do that, our local mission delivery units need appropriate levels of support and oversight. But what is appropriate?

The flourishing equation’s last word ‘release’ highlights concerns that current levels of support and oversight are not appropriate. People have said for years that administrative burdens placed on corps are too great. This concern was confirmed during the Listening Phase (for details see <https://www.salvationarmy.org.uk/local-mission-flourish> for a report by Research and Development).

People want to be released so they can focus on local mission delivery. Support and oversight have become a burden preventing mission delivery rather than a help. So, the first ‘why’ is we want to see people and communities flourishing as God intends and this requires releasing Salvation Army people from systems that are impeding this work.

The second reason why we need change involves responding 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 cannot act as if this context does not impact our work. We need 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.

The third ‘why’ is more debatable. Many people in the UKI Territory are tired of change after a turbulent decade. Corps life is fragile as we emerge from the pandemic. There is rightly concern about the possibility of yet another employee consultation process about jobs. The SCDG and the Cabinet has heard these concerns and reflected deeply about the way forward. It was also noted that some people argue the size of the divisions won’t make much difference – support, oversight and release to enable local mission delivery can be achieved, they said, whatever the



size of the division. It is true that divisional identity does not mean the same as it did in the past. Many people are not impacted much by DHQ – and even less by THQ. However, that is not the message heard from corps officers. Their relationship with the DHQ team is valued and important. Therefore, divisions must not be so large that relationships with corps officers are weakened.

It's also important to remember that integration is one of the desired outcomes for this work. It's not simply the relationship between DHQ and corps officers - we need to increase interaction, integration and collaboration between all expressions of Salvation Army mission within a geographical region. The possibilities for collaborative relationships, for instance pastoral care/support to leaders in Homelessness Services Unit (HSU), Anti Trafficking and Modern Slavery (ATMS) and Older People's Services (OPS) and Salvation Army Trading Company (SATCoL) shops by DHQs is being reviewed. This is the ideal moment to break down operational silos and build strong relationship that will enhance the mission of the Army. This is another important 'why' - we want people and our Army to flourish. Any change we make must help people deliver the mission. We need to release and empower.



The final 'why' is about ensuring the wise use of our assets - both people and financial. While money has not been the driver for this project, we must, of course, be good stewards of the resources with which we have been entrusted. Mission and people have to come first because we know that God will meet our 'needs according to the riches of his glory in Christ Jesus' (Philippians 4:19). We do not approach this task with a mentality of scarcity but with the promise of abundance.

Equally, we must make sure our people are well cared for. Previous organisational changes have been extremely painful for many

dedicated, faithful Salvation Army people. The greatest risk for the future of this territory is a lack of covenanted disciples of Jesus who are called to serve through The Salvation Army. Officer and soldier numbers have been declining in this territory for many decades. The current way of working is not sustainable. Therefore, ensuring we have processes and structures that help people serve God through The Salvation Army is critically important.

In summary, it is important that we act now to achieve transformation, integration and streamlining in the United Kingdom and Ireland Territory because:

1. We must prioritise local mission flourishing. This is God's mission, and we know our loving heavenly father wants people and communities and The Salvation Army to flourish.
2. 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 and to care for creation.
3. The people delivering The Salvation Army's mission have told us they find many of our current processes and structures a burden. We must integrate and streamline the way we work.
4. 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 public, as well as our loyal members, are always being used effectively.

Interdependent Work

In early 2019, the Fit For Mission Review recommended that culture change be a territorial priority. That review recommended many specific actions – the vast majority of which have been implemented.

Territorial leadership has also initiated significant work in the past four years. The Structure Coordination and Design Project is not a standalone initiative. It will only achieve its desired outcomes if other work streams are also implemented. These include:

- **Identity** – aligning all parts of the Army to live out the Identity Principles, Our Vision, Our Mission (click [here](#) for more information and downloads) and our Values (click [here](#) for more information and downloads).
- **Valuing People** – Many years of work on a ‘People Strategy’ culminated in the publication of the Valuing People Framework which sets out practical steps to ensure we love God and love Others (click [here](#) for more information and downloads).
- **Officer and Spiritual Leaders** – The Salvation Army could contribute more to the building of God’s Kingdom if we had more officers and spiritual leaders. Several initiatives are underway to address blockages to the recruitment and retention of officers and spiritual leaders. These include the ‘Officer and Paid Local Leadership Group’ and the ‘Dignity in Covenant Group’.
- **Local Mission Delivery (LMD)** – The SCDG’s terms of reference focused on ‘support, oversight and release’. 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. Responsibility for corps based LMD rests primarily with corps leaders, supported by DHQ and the Mission Service. Work is underway to assess corps viability, opportunities for new growth as well as innovative ways to increase LMD in corps that are already flourishing.
- **Leadership Development** – The territory is committed to develop an effective strategic framework to support the Army having mature and capable leadership for the world in which we serve and that enables 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. This includes employees, Salvationists, volunteers, officers and other leaders. Priority is being given to develop a more robust leadership development process that will also assist with succession planning. The 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 School for In-service Training and Development (SISTAD) 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 is working 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.



Priority Actions for Transformation, Integration and Streamlining

To ensure the three desired outcomes of transformation, integration and streamlining are achieved, the following priority actions must be emphasised by all leaders and embedded into all plans, policies and resources.

1. 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 will align all actions to the 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) (Transformation).

2. The territory is committed to working according to the **Valuing People Framework** (click [here](#) for more information) and the **Stewardship Principles** (see <https://bit.ly/39J2nFp>). We will expect people to address poor performance and encourage a culture of ongoing learning and consistent improvement. Specific attention is needed to address a culture of dependency and paternalism which inhibits some people, corps, centres, headquarters and communities from flourishing as God intends. We seek, in all things, the attitude of Christ Jesus as described in Philippians 2:1-11 (Transformation/Culture Change).

3. Local Mission Delivery will be implemented differently across the territory but united by the Holy Spirit through a shared purpose described in our vision, mission priorities and the values behaviour framework. All leaders will 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:

- Developing local leaders and helping them take responsibility and ownership for LMD.
- Increasing the availability of funding for local units who deliver the mission faithfully and fruitfully as well as honest conversations and actions about viability where there is little Kingdom impact.
- 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 Mission Journal and Faith-Based Facilitation are key tools that must be widely used.
- Alignment across the territory with the territorial vision, mission priorities and values 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 shops, OPS, safehouses, chaplaincy etc. Ensuring pastoral care for all people in a division will be a key responsibility of the Divisional Commander.
- Regularly bringing leaders together for Mission Focus Group meetings.
- Encouraging ‘communities of practice’ across the territory so practitioners and people serving at headquarters can learn from each other.
- Greater ‘release’ of authority from the centre to local. This will be enabled by greater clarity of delegated authority.

(Transformation, Integration and Streamlining).

4. Territorial strategy is owned by SATCo and Cabinet. The Annual Report 2020/21 explained 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 co-ordinated 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’ (Transformation, Integration and Streamlining).

5. A Kairos Experience during a Cabinet meeting in late 2020 was the realisation that ‘**support and oversight**’ provided by THQ and DHQ should be designed to complement each other in the service of local mission units. The SCDG recommends promoting and model relational ways of working rather than hierarchical approaches. Support and oversight can 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. It will require adoption of a culture of continuous improvement (Transformation, Integration and Streamlining).



6. The territory will use a form of **matrix management to provide ‘support and oversight’** to local mission units. THQ team members, such as HR Business Partners, Learning and Development Officers, Regional 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 can be discontinued (Streamlining/Integration).

7. **Information and data** will be used in all parts of the territory to track progress and make well informed decisions. The 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) (Transformation).

8. The territory is committed to **ecumenical partnerships** and every DC will ensure the Army participates in all active county intermediary ecumenical bodies. It is not possible for the DC to cover all of them and, therefore, greater emphasis should be given by all DCs 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).

9. 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 create increased opportunities for divisional and territorial leaders to **listen and learn from local leaders** directly involved in local mission delivery (Transformation and Integration).

10. Greater diversity and clarity of remit for **boards and councils** 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 (Streamlining/Integration).

11. 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).

12. The SCDG recognises the priority of **leader development**, including the need for gender equity, and the work being done to support this, along with its interdependence with the SCDG's work (Transformation).

13. While there needs to be a significant degree of consistency across the territory, it is accepted that the 'one size fits all' approach does not always work. A Manual of Operations for THQ and DHQ will be revised and developed to describe the new ways of working outlined in this report. By July 2023, not everything will be finished. The territory is committed to a culture of continuous improvement. However, there will be teams of divisional leaders, officers and staff in 14 divisions who are able to put down roots, develop relationships across the Army while ensuring appropriate 'support and oversight' so that local mission flourishes (Integration and Streamlining).

Divisional Boundary Proposals

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.
2. Divisional boundaries should not cross local authority boundaries. Local Authority and county boundaries are important for developing relationships and working with external partners such as local authorities, ecumenical and interfaith groups.
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). DHQs should be adequately resourced based on the needs of that division to support and encourage local mission to flourish.

The SCDG developed three potential 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 following proposal.

The proposal is for 14 divisions for the UK and Ireland Territory 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.
- 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. The 22 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 with more geographically based support and oversight.
- 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 must be dropped in favour of highly 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 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 managerialist approaches tried previously.
- A reduction in the number of corps over the next decade is very likely. This may impact the workload of DHQ teams but 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 and oversight’ may change over the years, the divisional boundaries will remain constant.

- Divisional boundaries, with a few 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.

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 noted the FFM Review Group 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.’

Divisional Boundaries – Names, Strength and Size

Division	Corps and other local mission settings ²	Social Work Centralised Services	SATCoL Charity Shops	Area (sq miles)
Central and Southern Scotland (CSS)	52	24	44	13,807
Central, Southern and Channel Islands (CSC)	56	13	25	5,298
East Midlands (EMD)	45	5	25	5,438
East of England (EOE)	67	14	16	6,622
Ireland (IRL)	18	10	0	32,595
London (LDN)	60	23	7	607
North East (NED)	38	4	20	3,241
North Scotland (NSD)	17	5	4	16,322
North West and Isle of Man (NWM)	55	16	31	5,670
South East (SED)	40	1	9	3,771
South West (SWD)	53	13	5	8,029
Wales (CYM)	35	7	1	8,023
West Midlands (WMD)	35	7	24	5,318
Yorkshire and Humber (YHD)	56	10	26	6,453
Total	627	152	237	127,194

A mapping software tool (ArcGis) has been used by the SCDG. Click here to see the geographical location of each corps, quarters, social centre, charity shop etc within the new divisional boundaries. <https://sarmy-ukit.maps.arcgis.com/apps/webappviewer/index.html?id=b1086468a6e84140b59b903c26cc8283>

(Click on the green layers symbol at the bottom of the page to select different options.)

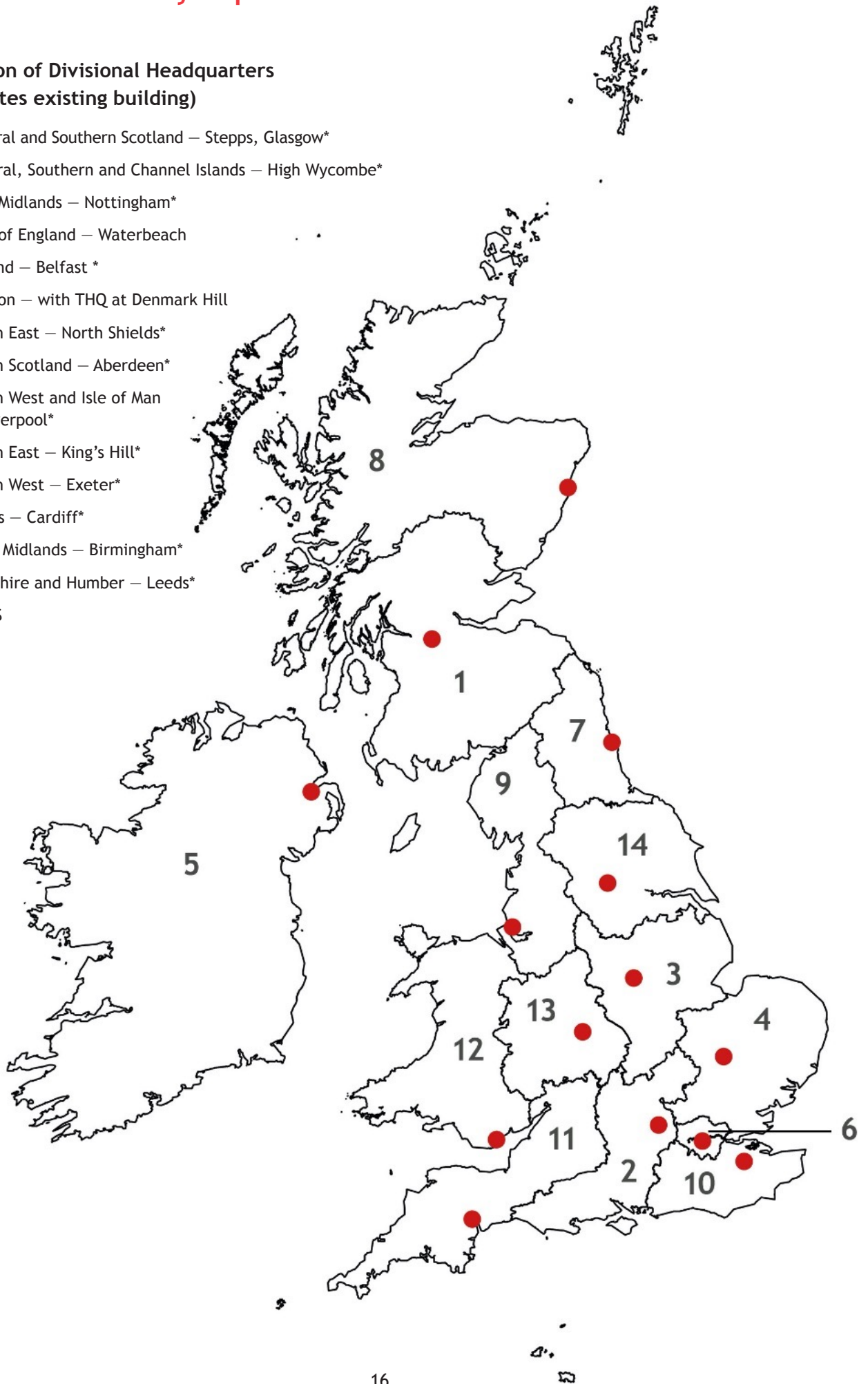
² ‘Other local mission settings’ include Fresh Expressions, Core Recovery and Pioneering.

Divisional Boundary Map

Location of Divisional Headquarters (*denotes existing building)

1. Central and Southern Scotland – Stepps, Glasgow*
2. Central, Southern and Channel Islands – High Wycombe*
3. East Midlands – Nottingham*
4. East of England – Waterbeach
5. Ireland – Belfast *
6. London – with THQ at Denmark Hill
7. North East – North Shields*
8. North Scotland – Aberdeen*
9. North West and Isle of Man – Liverpool*
10. South East – King's Hill*
11. South West – Exeter*
12. Wales – Cardiff*
13. West Midlands – Birmingham*
14. Yorkshire and Humber – Leeds*

● DHQS



New Divisions – Counties, Local Authorities and Exceptions

As noted earlier, the divisional boundary proposals generally follow county and local authority boundaries. However, the SCDG heard from the Divisional Design Groups and others that there should be some exceptions as this would significantly benefit local mission flourishing. Please see below, the counties comprising each division as well as any proposed exceptions:

1. Central and Southern Scotland (CSS) effective 1 July 2023

Argyll and Bute	East Lothian	Midlothian	South Ayrshire
City of Edinburgh	East Renfrewshire	North Ayrshire	South Lanarkshire
Clackmannanshire	Falkirk	North Lanarkshire	Stirling
Dumfries and Galloway	Fife	Perth and Kinross	West Dunbartonshire
East Ayrshire	Glasgow City	Renfrewshire	West Lothian
East Dunbartonshire	Inverclyde	Scottish Borders	

Central and Southern Scotland Division will have 52 corps, 24 centralised services, 44 SATCoL shops and cover an area of approximately 13,807 square miles. There are **no exceptions** proposed for the Central and Southern Scotland Division.

2. Central, Southern and Channel Islands (CSC) effective 9 January 2023

Bedfordshire	<p>Southern and Channel Islands will have 56 corps, 13 centralised services, 25 SATCoL shops and cover an area of approximately 5,298 square miles</p> <p>Exception: Due to its location away from other Wiltshire based corps it is proposed that Salisbury Corps is included in the new Central, Southern and Channel Islands.</p>
Berkshire	
Buckinghamshire	
Channel Islands	
Dorset	
Hampshire	
Isle of Wight	
Oxfordshire	

3. East Midlands Division (EMD) effective 9 January 2023

Derbyshire	<p>East Midlands Division will have 45 corps, 5 centralised services, 25 SATCoL shops and cover an area of approximately 5,438 square miles.</p> <p>Exception: The following corps in Lincolnshire are part of the Humber and are proposed to be part of the Yorkshire and Humber Division: Scunthorpe, Barton Upon Humber and and Booth Lifehouse Grimsby.</p>
Leicestershire	
Lincolnshire (excluding Humber)	
Northamptonshire	
Nottinghamshire	

4. East of England Division (EOE) effective 9 January 2023

Cambridgeshire Essex Hertfordshire Norfolk Suffolk	East of England Division will have 67 corps, 14 centralised services, 16 SATCoL shops and cover an area of approximately 6,622 square miles plus the substantial responsibilities for supporting and overseeing the Hadleigh Estate. There are no exceptions proposed for the East of England Division.
--	---

5. Ireland Division (IRL) effective 9 January 2023

The Ireland Division covers the two countries of Northern Ireland and the Republic of Ireland.

Ireland Division will have 18 corps, 10 centralised services, 0 SATCoL shops and covers an area of approximately 32,595 square miles. It should also be noted that the division has two countries within one division. The DC chairs the Republic of Ireland Company with its own board of directors and staff operating in a very different administrative and legal system. There are **no exceptions** proposed for the Ireland Division.

6. London Division (LDN) effective 1 July 2023

The London Division will comprise the 32 London boroughs plus the City of London. This means Staines, Addlestone, Caterham and Watford will not be part of the London Division. The London DDG did not think this would be problematic as divisional boundaries have changed often in London and there is no strong feeling of divisional identity.

London Division will have 60 corps, 23 centralised services, 7 SATCoL shops and cover an area of approximately 607 square miles. There are **no exceptions** proposed for the London Division.

7. North East Division (NED) effective 9 January 2023

County Durham Northumberland Tyne and Wear Plus Teesside	North East Division will have 38 corps, 4 centralised services and 20 SATCoL shops and cover an area of approximately 3,241 square miles. Exception: The following corps in Yorkshire will be included in the North East Division because they are part of Teesside and Guisborough. The corps are Middlesbrough Acklam, Middlesbrough Citadel, Eston and Guisborough plus two SATCoL shops.
---	---

8. North Scotland (NSD) effective 9 January 2023

Aberdeen City Aberdeenshire Angus Dundee City Highland	Moray Na h-Eileanan Siar Orkney Islands	North Scotland Division will have 17 corps, 5 centralised services and 4 SATCoL shops and cover an area of approximately 16,322 square miles. There are no exceptions proposed for the North Scotland Division.
--	---	---

9. North West and Isle of Man Division (NWM) effective 9 January 2023

Cheshire	Isle of Man	North West Division will have 55 corps, 16 centralised services, 31 SATCoL shops and cover an area of approximately 5,670 square miles. There are no exceptions proposed for the North West Division.
Cumbria	Lancashire	
Greater Manchester	Merseyside	

10. South East Division (SED) effective 1 July 2023

East Sussex	The South East Division will have 40 corps, 1 centrally managed service, 9 SATCoL shops and cover an area of approximately 3,771 square miles. There are no exceptions proposed for the South East Division.
Kent	
Surrey	
West Sussex	

11. South West Division (SWD) effective 6 April 2023

Bristol	The South West Division will have 53 corps, 13 centrally managed services, 5 SATCoL shops and cover an area of approximately 8,029 square miles.
Cornwall	
Devon	Exception: Due to its location away from other Wiltshire based corps it is proposed that Salisbury Corps is included in the new Central, Southern and Channel Islands.
Gloucestershire	
Somerset	
Wiltshire	

12. Wales Division (CYM) effective 9 January 2023

Blaenau Gwent	Conwy	Neath Port Talbot	Torfaen
Bridgend	Denbighshire	Newport	Vale of Glamorgan
Caerphilly	Flintshire	Pembrokeshire	Wrexham
Cardiff	Isle of Anglesey	Powys	
Carmarthenshire	Merthyr Tydfil	Rhondda Cynon Taf	
Ceredigion	Monmouthshire	Swansea	

Wales Division will have 35 corps, 7 centralised services, 1 SATCoL shops and cover an area of approximately 8,023 square miles. There are **no exceptions** proposed for the Wales Division.

13. West Midlands Division (WMD) effective 9 January 2023

Herefordshire	Warwickshire	West Midlands Division will have 35 corps, 7 centralised services, 24 SATCoL shops and cover an area of approximately 5,318 square miles. There are no exceptions proposed for the West Midlands Division.
Shropshire	West Midlands	
Staffordshire	Worcestershire	

14. Yorkshire and Humber Division (YHD) effective 9 January 2023

East Riding of Yorkshire	Yorkshire and Humber Division will have 56 corps, 10 centralised services, 26 SATCoL shops and cover an area of approximately 6,453 square miles. Exception: The following corps in Yorkshire will be included in the North East Division because they are part of Teesside and Guisborough. The corps are Middlesbrough Acklam, Middlesbrough Citadel, Eston and Guisborough plus two SATCoL shops. The following corps in Lincolnshire are part of the Humber and will be part of the Yorkshire and Humber Division: Scunthorpe, Barton Upon Humber and Grimsby plus one Lifehouse.
Humber	
North Yorkshire	
South Yorkshire	
West Yorkshire	

Forming the New Divisions

There is a strong desire to avoid a ‘big bang’ approach to change but there also must be clarity - particularly in relation to employee contracts - as to when new working arrangements come into effect.

Divisional boundaries will change with effect from 9 January 2023. The exception being South West Division (6 April 2023), South East Division (1 July 2023), London (1 July 2023) and East Scotland Division and West Scotland Division who will merge to form the new Central and Southern Scotland Division on 13 July 2023. The Divisional Commanders for divisions being formed in January will be announced in due course.

The impact of the new divisions, boundaries and DHQ locations proposed in this report will be consulted upon with impacted divisional employees. The intention is to complete the consultation process by the end of November. In the intervening months, it is proposed that existing DHQ staff will increasingly work together and explore new ways of working that will provide improved support and oversight so that local mission can flourish. The budgets for the financial year 2023/24 will be based on 14 divisions.

The amount of change envisaged by these proposals differs from division to division. In some cases, there will be few changes (Ireland; Wales; North Scotland). In a few divisions there are relatively limited changes (North East; North West and Isle of Man; South East; West Midlands). In other divisions, the vast majority of one division will merge with another division to form one new larger division (East and West Scotland; Yorkshire North and Tees and Yorkshire South with Humber; North and South London; Devon and Cornwall with Severn and Somerset). The most complicated area of the territory for forming the new divisions is central England and particularly Central East Division with the formation of an expanded East of England Division and the new Central, Southern and Channel Islands Division.

DHQ Officers Proposals

The role of the Divisional Commander

A Divisional Commander (DC) has responsibility and accountability for the strategic direction of all Army work in a 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.

A DC is the TC's representative in a division and must influence all aspects of Salvation Army work even though s/he does 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 DC's concern.



A DC has specific responsibility for support and oversight of all corps, pioneering and community-based programmes within the division. This needs to primarily be a strategic support and oversight role rather than mainly being operational. The operational support and oversight is primarily the responsibility of other members of the DHQ team although it is recognised that the DC will need to have first-hand experience of pastoral and platform ministry on a regular basis.

A DC is responsible to model ways of working that facilitate culture change by integrating and coordinating mission. The DC role is to bring together all the different streams of Salvation Army work in the division. Therefore, the DC needs to prioritise relationship building and strategically leading and integrating The Salvation Army in the division. The DC ensures all Local Mission Units are able to access appropriate support from central support functions (finance, property, comms, HR, IT, Mission Service, CS's Department including William Booth College).

A DC should expect to have additional responsibilities as members of THQ boards and councils. These must be prioritised in the DC's calendar as they are key opportunities for Divisional Commanders to influence and shape territorial policy, practice and decisions.

Spouse of a Divisional Commander Proposal

It is proposed to discontinue the use of the default appointment of Divisional Leader for Leader Development (DLLD) for the spouse of the Divisional Commander. The territory wishes to move away from the practice of appointments based purely on marital status. The spouse of a DC will be appointed based on their skills, experience and the missional context. However, it is recognised that officer couples have different views on this matter and flexibility is critically important.

It is proposed a DC and spouse may be appointed as 'divisional leaders' if the spouse holds an appointment with division wide responsibilities in the same division. Not all DC spouses will be divisional leaders and there will be some inconsistency across the territory. Consultation with current divisional leaders will be extremely important as this new approach is gradually implemented.

Assistant Divisional Commander Proposal

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 DC 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.

Divisional Officer Proposal

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' for local mission units in a division. This could include responsibilities for an area of the division or for a specific function such as mission, personnel, 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. Some divisions may choose to have Divisional Area Officers while others may prefer to retain the functional approach with a Divisional Mission Officer or Divisional Personnel Officer.

The reason for proposing a generic title, Divisional Officer, is that it 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 Divisional Officer title will replace the titles of Division Mission Enabler, Divisional Officer for Leadership Development and Divisional Leader for Leader Development. These can be discontinued.

Potential Impact on DHQ Employees

The SCDG recognises this is very unsettling for all DHQ staff but there is a strong desire to work in a consultative and collaborative manner with employees in addressing the significant issues raised by the DDGs and the Forums. It is not anticipated that the functions of the DHQ current roles will significantly change, however there may be an impact on roles due to changes in location and the merging of divisions.

There are 83 DHQ employees potentially impacted by the change of divisional boundaries. Most of the employees to be consulted fall into three groups: Divisional Relationships Managers (DRM); Divisional Youth Specialists (DYS); Secretarial and Admin staff. There are some additional roles within DHQs which fall outside of these for which the impact is being assessed.

The SCDG notes the Forums and DDGs were overwhelmingly supportive of the work being done by DRMs since the role was established in 2016. Similarly, there was strong support for more resources being invested in ministry to families, youth and children. Again, with administration roles, a clear message has been heard that corps are feeling overwhelmed by the amount of administration required these days. The SCDG will continue to work with divisional leaders to find ways to increase administration support to corps who need it without increasing dependency or undermining the vital role of local officers.

The amount of change will vary significantly across the territory. Four divisional boundaries are not changing (North Scotland; North West and Isle of Man; Wales; Ireland). Three divisional boundaries have relatively minor changes: (North East; West Midlands; South East).

Therefore, the greatest change should be anticipated in the formation of the seven other divisions. Some aspects of DHQ staff responsibilities may change due to the larger divisional boundaries and possibly a change in location of DHQ. There will also be a change because we will be asking them to help integrate into the new divisional teams. Therefore, consultations with the DHQ employees will provide them with as much information as possible so they can each assess the impact on their individual situations and hopefully encourage them to help us to build the new team. Publishing this report is an important step in being open and transparent about the reasons for change with all members of The Salvation Army family.

Affordability and Sustainability

The SCDG's aim is to ensure that resource is appropriately placed to enable local mission to flourish and where possible to move resource from oversight/support into local mission delivery. The reduction from 22 divisions to 14 will remove some costs and enable a redistribution of resource. The regional service centres' function, developed by Fit For Mission, can be closed with more of a focus on ensuring staff are involved in local mission delivery.

Sustainability has been very much part of the SCDG's considerations in several ways.

1. Sustainability of leadership has been 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. Work is ongoing relating to how officership and paid local leadership might be enacted to address this downward trend but on current trends the table below shows a significant reduction in the availability of spiritual leadership.

Measure	2022	2030	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.

2. Deployment of Spiritual Leadership

What is an appropriate balance in the deployment of spiritual leadership between local mission delivery and support/oversight?

- Officers in appointments related to Local Mission Delivery = 79.2 per cent in 2020 (81.5 per cent in 2017).
- Officers in appointments related to Support and Oversight = 20.8 per cent in 2020 (18.5 per cent in 2017).

3. Financial Sustainability

The overall financial position of the UKI Territory is healthy. Surpluses (income less expenditure) have been achieved in the Salvation Army Trust in the financial years 18/19, 19/20, 20/21 and 21/22. This is often against an original deficit budget. One factor contributing to deficit budgets realising end of year surplus are unfilled staff vacancies. It should be recognised that unfilled vacancies either means work isn't being done, it's taking longer to do, it's being done to a lower quality or pressures on existing staff has increased including in local mission units. In other words, mission delivery is potentially reduced.

Other related sustainability trends are:

- Members giving is declining – the average weekly giving per Salvationist in 2021 was £10.35 – down 88 pence per week over the past 4 years.
- Last year, for every £1 the Army received from its members, we received £8 from the general public.
- Over the same period centage from corps has decreased by 56 per cent (centage is an indicator of overall corps income), while mission support to corps has increased by 17 per cent.

	18/19	21/22
Centage	£2,816,000	£1,598,000
Mission Support to corps	£9,605,000	£11,229,000



Conclusion

This report incorporates the position at the date of writing and prior to employee consultation. No final decisions have been taken so we welcome questions, advice and insights. Please email transformation@salvationarmy.org.uk and you will receive a reply.

Most importantly, the territorial leadership and the SCDG asks for your prayers. The next few months will be challenging. No change programme is ever easy. However, we know God is with us and has guided us thus far. We have confidence to keep moving forward.

Change is also always with us. Continuous improvement has always been a characteristic of faithful Christians. We are never satisfied with the status quo. We, and our Army, can always be more Christlike. There are always new opportunities to grow God's Kingdom on earth, as it is in Heaven.

With confidence in God – Father, Son and Spirit – we commend this report to you and ask for your prayers and assistance in achieving these ambitious plans.

Faithfully,

Dean Pallant DTh
Lieut-Colonel
Chair: Structure Coordination and Design Group

8 September 2022

Terms of Reference

STRUCTURE COORDINATION AND DESIGN GROUP

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 Briefs of Appointment for AOs and DCs
- Provide the headline 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 Appointments.
- 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 Brief of Appointments.
- Create subgroups 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 subgroups.
- 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 Peterson (2021); Georgie Rice-Watt (until June 2022); Kirsty Smith (since June 2022 to date).

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

Core Team:

Colonel Jenine Main, Territorial Secretary for Leader Development

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

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

Major Beverly Baker, Senior Personnel Officer, (Leader Development and Projects) (from June 2021)

Jo Mosley, HR Director (until June 2021)

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

Claire Anderson, Communications Officer

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

Major Paul Kingscott, Asst Chief Secretary (since March 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, Southampton Shirley (since January 2022)

Service heads, divisional leaders from the pilots and department leads to be available as resource through sub-groups.

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 and 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.



Territorial Headquarters, 101 Newington Causeway, London SE1 6BN

www.salvationarmy.org.uk

The Salvation Army is a Christian Church and Registered Charity No. 214779,
and in Scotland SC009359; Republic of Ireland CHY6399.