



# Transformational Mission

A Strategy for Mission in The Salvation Army  
United Kingdom Territory with the Republic of Ireland



# TRANSFORMATIONAL MISSION

**T**ransformation . . . *a new creation*

**I**ntegration . . . *the whole Army with the whole message to the whole person*

**D**iscipleship . . . *if we've stopped learning, we've stopped following*

**E**ffectiveness . . . *fit for mission*

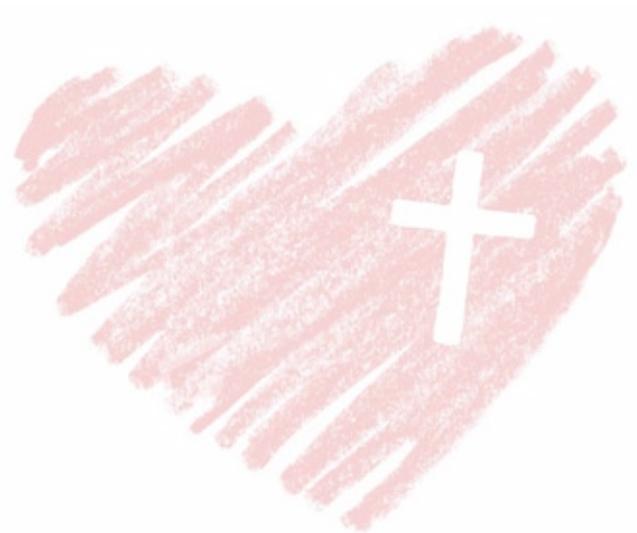
## Praying for Transformation

**Inspirational Saviour and Lord**, I thank you that your heart is always overflowing with love towards me. Thank you for demonstrating your love so selflessly and unconditionally at Calvary. Thank you, Jesus, for calling me into partnership with you in the great mission to make disciples.

Lord, you inspire me like no other! Your compassion for the broken, your strength of character, your fearlessness and your gentleness compel me to want to be like you. You demonstrate abundant grace and sacrificial love.

I stand in wonder and amazement that *you* should want to use *me* in your glorious Kingdom of light! In a spirit of thanksgiving and wonder, I ask you to show me what it is you need me to be and to do if I am to be fit for your mission.

My desire is to be fit for the holistic mission to save souls, grow saints and serve suffering humanity that is at the heart of The Salvation Army. I ask you to help me find my purpose within your Army. Help me to believe the truth that I can do all things through your strength at work in me.



May the spirit of thanksgiving always be alive in my heart. I pray I will continue to look at you every day for inspiration so I can be more like you.

In the words of our founder William Booth, I pray:

*O boundless salvation! deep ocean of love,  
O fulness of mercy, Christ brought from above,  
the whole world redeeming, so rich and so free,  
now flowing for all men, come, roll over me!*

*The tide is now flowing, I'm touching the wave,  
I hear the loud call of the mighty to save;  
my faith's growing bolder, delivered I'll be;  
I plunge 'neath the waters, they roll over me.*

(Salvation Army Song Book)

Bible verses from the *English Standard Version Anglicised* (2001), *New Living Translation* (2007) and *New International Version* (2011) UK edition

Prayers by Major Jill Miller, 24-7 SA Prayer Network Co-Ordinator, Spiritual Life Development

# Commissioner Clive Adams

*Territorial Commander, The Salvation Army UK Territory with the Republic of Ireland*

## ***The TIDE is now flowing!...***

We have a renewed vision in our Territory for how we deliver and support our core mission to save souls, grow saints and serve suffering humanity.

From 2012 to 2014 we took a fresh look at ourselves and what we do, seeking to be more effective in God's mission. What we learned, from many months of discussion with people from all aspects of our Territory, has shaped this new strategy that builds on our central ministry.

Working together as a Territory, we will commit to delivering four mission priorities that spell out the word **TIDE**: bringing about lasting **Transformation** in lives and communities blighted by spiritual and social poverty; engaging every aspect of our movement in our **Integrated** mission of physical, emotional and spiritual health for every person; nurturing and equipping people in their faith to commit to lifelong **Discipleship**; and **Effectiveness** in how we support and deliver mission.

## ***I hear the loud call of the mighty to save...***

Our desire as The Salvation Army is to live out the Christian mission in our everyday lives, moving out into our communities, in witness and service to others in the name of a God who cares. Yet transformation is not so much about 'doing to' someone else — we need to be open to change ourselves as individuals and as a movement. We are transformed as we embrace God's plan and allow his grace to change us.

Transformation, which is the central theme of the gospel message, means 'changing forms'. So the essence of who we are, what God has called The Salvation Army to be, remains constant — God never changes!

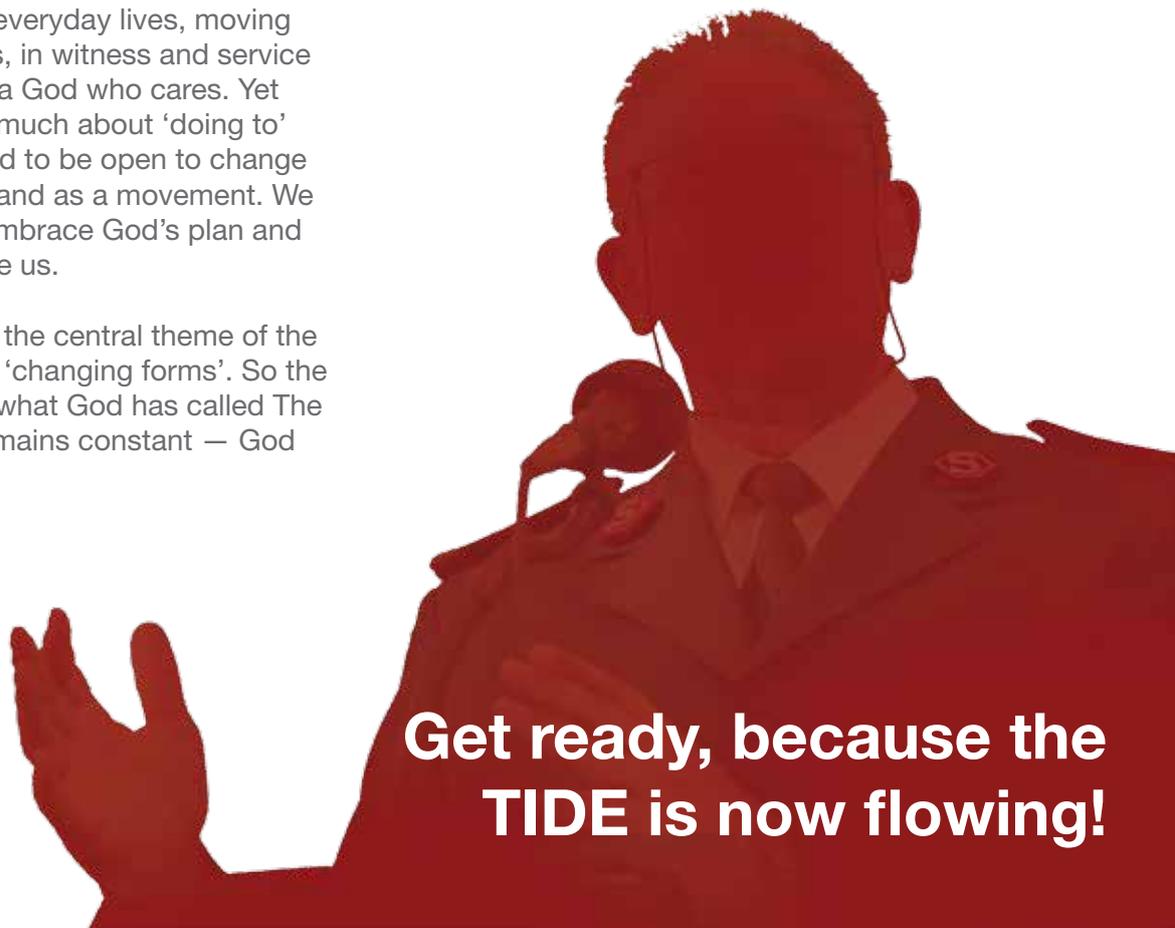
## ***My faith's growing bolder, delivered I'll be...***

Now is the time to move forward together as one Army with one mission and one message... a progressive, influencing and active movement that looks to the future, is bold, risk-taking and ready to cross boundaries!

History tells the story of God renewing his people when they move forward, from the wilderness to the Promised Land; likewise when our movement transitioned from The Christian Mission to The Salvation Army! As we reach and move beyond our 150th anniversary, let us be wary of resting on our laurels, of being complacent about past success, about going through the motions, about losing our hunger for 'even greater things'.

## ***I plunge 'neath the waters. They roll over me!***

This strategy is part of an on-going dynamic process of change for The Salvation Army. I ask you to join with me on this journey. There are still people dying in the world out there who need Christ; let's go forward together and ensure we continue to be out there. Get ready, because the TIDE is now flowing!



**Get ready, because the  
TIDE is now flowing!**

# Who we are

The Salvation Army is an international movement and part of the universal Christian Church. Our message is based on the Bible; our motivation is the love of God as revealed in Jesus Christ. Inspired by our faith, we help individuals to develop and grow in their own personal relationship with God and engage in a programme of practical action to serve the community, to help those who are suffering and in need, and to speak out against social injustice.

## Our Mission

*(What we are called by God to do)*

*Called to be disciples of Jesus Christ, The Salvation Army United Kingdom Territory with the Republic of Ireland exists to save souls, grow saints and serve suffering humanity.*

This statement sounds simple, and in many ways it is, but if we are to save souls then we need to introduce people to Jesus, if we are to grow saints then we need to help people to know him, and if we are to serve suffering humanity then we need to show Jesus through our actions.

To deliver our mission the four priorities in this new strategy provide a framework for the Territory: our aim is to be on a journey of transformation, both collectively and individually, to be integrated in mission, to focus on discipleship and to be effective in how we deliver and support mission.

Mission = proclaiming the good news of the gospel; making, teaching and nurturing believers; responding to human need by loving action and relationships; seeking to transform unjust structures of society; striving to safeguard the integrity of creation

‘The Salvation Army — what a strange name! What does it mean? Just what it says — a number of people joined together after the fashion of an army; and an army for the purpose of carrying salvation through the land...’

(William Booth)

## Our Vision

*(What we would be like if we fulfilled our mission effectively)*

*As disciples of Jesus Christ, we will be a Spirit-filled, radical, growing movement, with a burning desire to lead people to Jesus Christ, actively serve the community, and fight for social justice.*

# Our Values

*(Principles that drive our decision-making and actions)*

Shared values are at the heart of being able to deliver both our mission and this new strategy. Our values are seen in everyone who works and serves with us, and revealed by the actual behaviours people experience within our Army.

From discussions across the Territory to develop this strategy, we recognise there's often a gap between these, our ideal values, and actually living them out. We'll be continuing with the conversations to better understand the reasons for this gap and to ensure we effectively embed our core values and help them to come alive for everyone in our movement.

## Our Territorial Values

*(Paraphrased from the official Minute approved 09 June 2009)*

*Our identity and God-given mission as disciples of Jesus Christ are shaped by the values of the Kingdom of God. We love God with all our heart, soul, strength and mind, and we love our neighbour as ourselves.*

**We have Integrity** in everything we do, being reliable, trustworthy, transparent and honest in our personal and business relationships.

**We are Accountable** to God in every area of our lives and to others in all our dealings.

**We have Compassion** for all people.

**We are Passionate** about unconditionally demonstrating God's love to everyone.

**We have Respect** for people and planet, seeing the God-given potential in every person and being stewards of the environment.

**We are Bold** in proclaiming the gospel in everything that we do and in fighting for social justice.



# Mission priority: Transformation

Life in all its fullness for people and communities is the aim of everything we are and do

## Working together as a Territory, we will focus on

### Placing community at the heart of mission

- Seeking to better understand and meet the needs of people and communities
- Praying into the life of communities and discerning God's presence
- Developing quality relationships

### Providing opportunities for spiritual transformation in every expression of mission

- Intentionally making people aware that a relationship with Jesus Christ will transform their lives and relationships

### Developing people and communities to their full potential

- Walking alongside people as they develop their lives and relationships
- Equipping people for mission and ministry

I believe in transformation,  
God can change the hearts of men,  
And refine the evil nature  
Till it glows with grace again.  
Others may reject the weakling,  
I believe he can be strong,  
To the family of Jesus  
All God's children may belong.

(General John Gowans, Salvation Army Song Book)



## Rebecca: a story of transformation

Rebecca was a single mum struggling to cope with the demands of looking after two young children. It was during the night-time, when her children had fallen asleep, that Rebecca would feel particularly isolated and overwhelmed by her situation.

After reading a leaflet about activities at a local Salvation Army centre, she started attending the weekly meetings of the Lone Parents Club and the parent-and-toddler group.

Rebecca came to cherish the social time with other parents and particularly valued the opportunity to build friendships with local people in the community. These friendships included Julie, the corps officer, who spent many hours getting to know more about Rebecca, rebuilding her confidence and encouraging the young woman to open herself up to new possibilities.

When Julie discovered Rebecca's keen interest in photography she linked her up with a local college. Rebecca's self-esteem flourished and she soon achieved an accreditation. The officer then worked with Rebecca to develop a business plan and to enrol on a business course.

Rebecca now works as a freelance photographer and is positive about the new life ahead for herself and her children, supported by the church family at The Salvation Army where she regularly attends worship meetings and photographs community events.

The Salvation Army saw the potential in Rebecca and gave her the skills and self-confidence to help her achieve this. As Julie explains: 'People like Rebecca come in as a bud, but they leave as a rose.'

2 Corinthians 5:17 – 'If anyone is in **Christ**, he is a **new creation**. The old has passed away; behold, the new has come' (ESV)

Romans 12:2 – 'Do not be conformed to this world, but **be transformed** by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect' (ESV).

Lord, that word 'perfect' is so hard to attain  
and yet you call me to discern your perfect will.  
I see the challenge,  
to tune into your Holy Spirit's voice,  
to think differently, to be more open to what other people are doing,  
to see the bigger picture and not just what I am doing.  
Help me to be a person who welcomes change, who embraces others and  
who wants to allow you to work everything together for good.  
In Jesus' name I pray.  
Amen

# Mission priority: Integration

Engaging the whole of the Army to reach the whole of the person through the whole of our mission

## Working together as a Territory, we will focus on

### Integrating mission

- Prioritising the development of mission focus groups to include every expression of The Salvation Army
- Raising awareness that mission is a Monday to Sunday 24/7 commitment

### Working interdependently

- Acknowledging our reliance and respect for others
- Creating appropriate partnerships
- Learning from one another by sharing knowledge and information

## Mission focus groups

Since their introduction in August 2011, mission focus groups have brought an integrated approach to mission in local communities by strengthening relationships and bringing people together as one Army. With representatives from social services, corps and divisions, the groups help to develop mutual support structures and partnerships, and ensure a joined-up approach to mission in the locality. We'll be encouraging their take-up throughout the Territory so that every expression of our Army is included in each local mission focus group.

Interdependence = acknowledgement that no one individual has all the skills and gifts that are needed, but each needs to rely upon others



## Liam: a story of integrated mission

Liam was seeking sanctuary and stability as he walked through the doors of the local Lifehouse, one of The Salvation Army's support centres for people who are homeless and vulnerably housed. Like many people who become homeless, Liam felt ashamed by his circumstances and outcast by society, and couldn't see any hope for his future.

From the moment he entered the Lifehouse, the staff team worked hard with Liam to develop a sense of purpose and quality relationships. Staff offered physical, mental, social, emotional and spiritual support — through training and activities to boost overall health and self-esteem, being a listening ear to encourage Liam to share his life experiences, and showing Liam there were people who cared about his wellbeing.

Liam developed a particularly strong bond with David, one of the spiritual directors, initially by attending the voluntary weekly prayer meeting at the centre and then by staying afterwards to share tea together. David's gentleness and sincerity not only helped Liam to develop his self-belief but also to know the reality of God's love in his own life.

Galatians 5:6 – 'In Christ... the only thing that counts is **faith** expressing itself through **love**' (NIV)

'When everything we do as an Army is added together, The Salvation Army is the embodiment of integrated mission'

(General John Larsson)

The support for Liam has continued from all aspects of The Salvation Army; he's been introduced by David to a nearby Army corps that he's visited several times, including for Christmas lunch with eight other residents from the Lifehouse.

David is also a spiritual director at another residential Lifehouse for families and is helping the centre to partner with others to develop mission opportunities in the wider community. This includes opening a café at the Lifehouse which has become a popular destination for local parents to come and talk. Through this outreach, parents have approached David for their children to be dedicated to God, and some of the ceremonies have taken place at the centre and at local corps.

Members from local corps regularly visit the Lifehouse to lead weekly prayers. At Christmas the residents form a choir and sings carols during the toy service at the local corps where toys are collected and donated to families at the centre.

**I** nspire us, Lord, as we consider what we have to offer you,  
**N**ever let us believe our gifts are not valued by you.  
**T**each us, Lord, as we work alongside each other,  
**E**ngage us in this ministry of love and bless us as we use each gift to glorify you.  
**G**ive us grace to see the potential in others,  
**R**enew our passion for being lights in the darkness.  
**A**noint us with your Holy Spirit's power,  
**T**ouch our hearts to see every person as your precious child,  
**E**ncourage us as we take our place in the team, the body of Christ.

# Mission priority: Discipleship

Equipping and inspiring people to be passionate followers of Jesus Christ

Working together as a Territory, we will focus on

## Promoting discipleship as a whole of life commitment

- Enabling people to live out and share the gospel in their communities
- Identifying, developing and providing resources and training

## Modelling soldiership

- Prioritising soldiership as a covenanted lifestyle and radical expression of discipleship

Discipleship = the process of learning what it means to be a Christian.

Disciples are not merely learners of Jesus Christ but fruit-bearing disciple-makers; they multiply themselves

‘Many of our people, I fear, have not progressed very far beyond the ABC of spiritual experience. I do not mean that some of these do not enjoy a full salvation. I believe they do... But, then, as you know, holiness is something more than an act — of surrender on their part and of cleansing on the part of the Holy Spirit — it is life. It is true that it begins in an act, but it necessitates also a continual progress. Purity should lead to maturity...’

(William Booth,  
*Talks with Officers – The General, 1921*)



# Discipleship is simply following Jesus

It's a life-long journey, not a course. It's not just something for the young or the new convert — followers of Christ never ever stop being disciples. As they keep travelling towards God and striving to become more like Christ in this constant transformation process, people will be at different stages of the journey. Some will have just become Christians; others may have been travelling for many years.

Being a disciple is much more than just attending church on a Sunday or signing your Articles of War as a member of The Salvation Army. Discipleship is a means of continued obedient faith and is something we actively have to work on. Christ sets the direction of our lives, and as he does, so we become more like him.

‘Our fellowship is focused on making disciples, growing one relationship at a time. We encourage our folk to talk about Jesus and to engage with each other in small group work — this has been transformational. Where we had people who limited God to just their Sundays, now Christ has full access and we're seeing lives, relationships and our church completely transformed.

Everything we model in our church we also need to model as leaders. As corps officers we've been intentional in investing in personable relationships and spending quality time with people to talk about their lives and their journey with God. This includes small group work with our local leadership team in studying the Word and in sharing our spiritual journey, our hopes and concerns.’

(from a local Salvation Army corps)

Ephesians 5:1-2 – ‘Imitate God, therefore, in everything you do, because you are his dear children. Live a life filled with love, **following** the example of Christ’ (NLT)

In Luke 9:23-24 (ESV) Jesus says, ‘If anyone would come after me, let him deny himself and take up his cross daily and follow me. For whoever would save his life will lose it, but whoever loses his life for my sake will save it.’ This tells us that discipleship is **God's plan** for the world. The great *command* of Jesus is to love God and love others and his great *commission* is to go and make more disciples.

If we're going to make discipleship a reality in our own lives and worshipping communities, then there are four essential components to discipleship that we can learn directly from Jesus. Firstly, discipleship is **relational**. Jesus was the ultimate mentor, being available and investing time in one-on-one conversations and interactions with a wide variety of individuals. He also chose to begin his mission to reach the world with the love of God through a **small group** of 12 disciples. We, too, can find nurture and support through sharing in a small community with like-minded people.

Disciples grow through both giving and receiving **personal ministry** through prayer and teaching. God's word provides the truth we need to grow, God's people provide the encouragement and support, and God's circumstances provide the arena in which we can practise Christlikeness. Finally, people grow as disciples by **going out in mission together**. All four components together help to develop a discipleship that is **personal** and **life-changing**.

Let's work on this together, changing the way we think because our thoughts become actions, our actions become habits, and our habits create our destiny. As disciples we will still experience hard times, but we won't be overwhelmed by them if we are strengthened through the building of good habits such as worship, Bible reading, prayer, being in Christian community and serving.

# Mission priority: Effectiveness

## Fit for the delivery and support of God's mission

### Working together as a Territory, we will focus on

#### Using resources effectively

- Being good stewards of resources entrusted to us
- Ensuring our services are as effective as possible
- Maximising the allocation of resources and support given to the frontline
- Optimising our administration and business processes

#### Building a culture of involvement

- Empowering people to fully participate in mission
- Holding each other accountable for the effective delivery and support of mission

Ephesians 5:15-16 – 'Be very careful, then, how you live – not as unwise but as wise, making the most of every opportunity...' (NIV)

Father God, you have given The Salvation Army everything it needs to be an effective force in this world.

You have given us dedicated leaders, inspired preachers, devoted servants, faithful soldiers, fearless friends, amazing young people, beautiful children, buildings in which to worship and serve, resources of people and finance to enhance the work of saving souls, growing saints and serving suffering humanity.

You have allowed us to be creative through music, dance, drama, prayer and worship. You have poured out your

bountiful love over us and blessed us abundantly.

Our constant prayer would be that we are always aware of your goodness to us and ever use every gift for your glory and honour.

Thank you for the privilege of being part of this wonderful Salvation Army.

Give us all a sense of ownership, a knowledge that we belong and the faith to give as much as we can to our world, for as we give so we receive.

Amen.

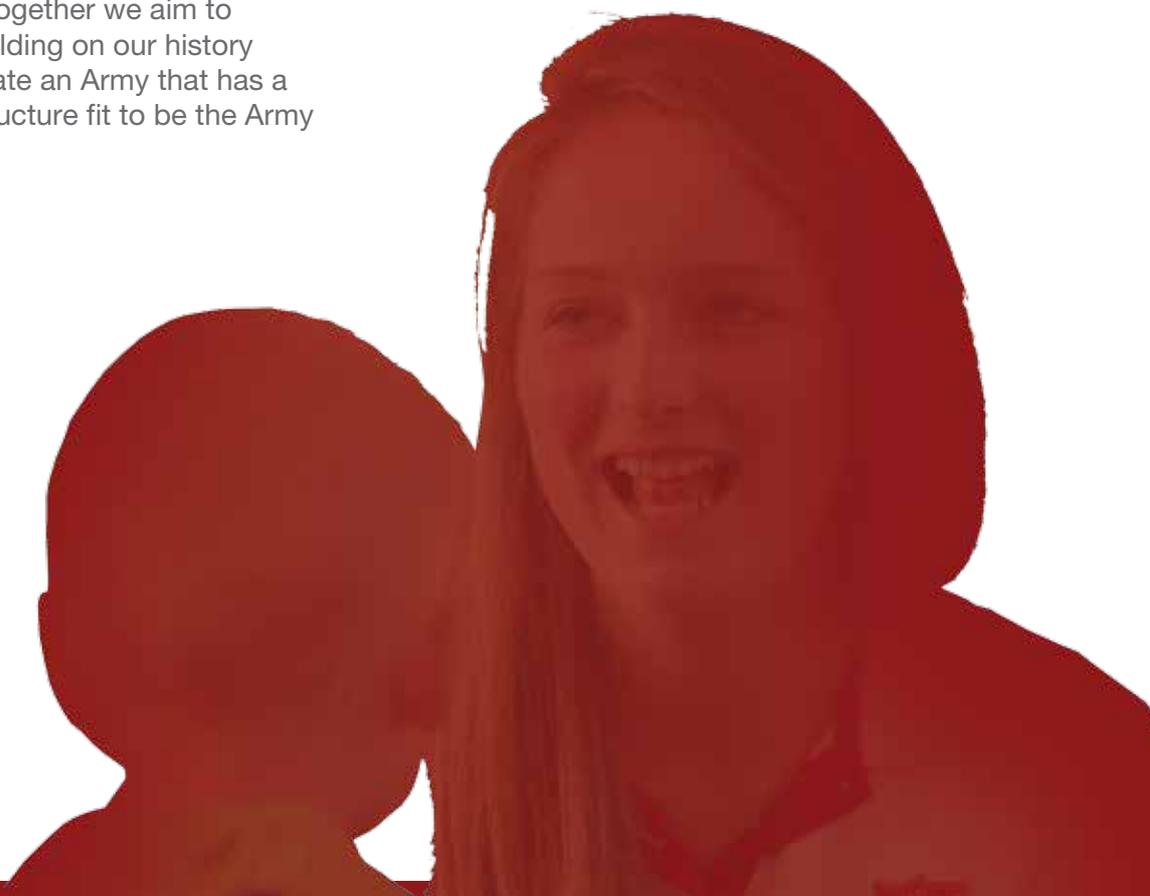
# Making mission more effective

The overall aim of Fit for Mission and the focus of senior leadership is to improve how we deliver and support mission within the UK and Republic of Ireland Territory.

From November 2012 we began an in-depth look at ourselves and what we do as a Christian movement. We've sought to involve all aspects of our Territory in this conversation to identify our shared values, strategic focus, issues and opportunities.

By sharing and learning together we aim to transform our culture, building on our history and achievements to create an Army that has a strategy, process and structure fit to be the Army God wants us to be.

Please pray for The Salvation Army and for Fit for Mission, that wise Holy Spirit-led decisions are taken for our future. Please pray for everyone who may be anxious or uncertain about how Fit for Mission might impact them as an individual.



**F**ather God, Creator and Saviour,  
**I** come to you and offer my praise and worship,  
**T**hanking you for my spiritual health.  
**F**orgive me for the hours I waste  
**O**n meaningless pursuits.  
**R**eignite a passion within me to be holy.  
**M**ajestic God, reign in me, show me your will,  
**I**nfuse me with your Holy Spirit  
**S**o I may be bold to share your love and  
**S**tand up for those who suffer injustice.  
**I** praise you for the freedom I have in you.  
**O** may others be taught of your salvation!  
**N**ow I renew my desire to be Fit for Mission.

# The Great Mission Conversation

Our detailed discussion with all aspects of the Territory to develop this strategy included the Great Mission Conversation in 2014 from Friday 10 January to Monday 3 March (after the deadline was extended to accommodate late returns).

This Conversation was in the form of a survey distributed widely to anyone with a connection to The Salvation Army, including corps officers, soldiers and members, employees, volunteers, clients and many others. The survey was distributed online via SurveyMonkey, and this was the main method respondents were encouraged to use to complete the survey. Paper copies were made available to those without internet access, which were then inputted to the SurveyMonkey version. The survey was supplemented by focus groups attended by more than 2,000 people who added further insight about the questions posed.

The Great Mission Conversation was the first time that senior leadership had invited all aspects of the Army to share their views and help shape and inform their thinking, ahead of developing a strategy. Despite the public endorsement of the Territorial Commander for this initiative, whose support included a short video message, the low response rate was disappointing. This could be viewed as an indication of the critical need to continue to build a culture of openness and collaboration within our Army and for us to become fit for God's mission. As the conversation continues, we hope the tide will flow and that the two-way exchange of information will improve.

There were 2,462 responses to the Great Mission Conversation survey, of which 67% were fully completed.



## Qualitative questions

The survey asked respondents to identify what they would like to see as the main areas to focus on and to give suggestions for ensuring that The Salvation Army is fit to achieve its mission of saving souls, growing saints and serving suffering humanity. They were also asked what they would like to see change about The Salvation Army.

A total of 1,840 responses were received to the question concerning priorities for ensuring The Salvation Army is fit to achieve its mission of saving souls, growing saints and serving suffering humanity. The majority of respondents called for more emphasis on prayer and being Christ-centred, followed by focus on the Bible and investment in theological training, discipleship, spiritual development and relevant worship to equip Salvationists in their everyday situations.

Respondents also referred to the development of community, the adoption of inclusive values, the empowerment of service users, effective and strong leadership, and care for each other. Many respondents called for the Army to develop a stronger public voice and impact in communicating the mission to the public, and a willingness to risk its reputation and potential funding for the sake of those who need it.

For the open question about areas for change, the overwhelming suggestions from the 1,704 responses were concerned with removing

perceived barriers to growth and innovation where the form of Salvationism may be an obstacle to people discovering the essence of who we are and represent.

Many respondents felt that Salvation Army identity was seen as the focus, over the love of God as a basic premise, and called for a greater sense of humility with a focus on simplicity over 'pomp and circumstance'. Responses called for 'Christ first and then Army', ensuring the Army fulfilled its potential as a holiness movement with members who were Spirit-filled people.

For a large proportion of respondents this required a shift in thinking about what is fundamentally important to The Salvation Army, away from some traditions of service that many Salvationists enjoy but which could be considered exclusive and not necessarily fruitful in bringing people to Christ.

Respondents called for a greater public profile with more emphasis on getting the voice of the Army heard publicly, not being afraid to be radical. Many described a tension between church and charity with the majority of responses highlighting a loss of identity as The Salvation Army as church in the public view.

When asked the main areas of focus from the range of social, political, spiritual and ethical issues with which The Salvation Army engages, by far the greatest response out of 1,682 contributions to this section was for 'spirituality'. The next most common topics (in order) were homelessness, social justice, poverty, a stronger voice in the arena of media and politics, trafficking, Christianity, addictions, employment and welfare, inequality, community, saving souls, young people, family values and Salvationism.

'If we truly want to be fit for mission then we need to be a Spirit-filled people. We need to find our voice again and become the voice for the voiceless...'

## Quantitative findings

### Demographics

The middle to older age groups were more strongly represented, with 45- to 64-year-olds making up 50% of the responses. The gender split was 43% male and 56% female (1% chose not to state). White British, Irish, European or 'other' was by far the majority ethnic group, at 95%.

The most common connection with The Salvation Army stated was 'soldier' at 36%, followed by 'employee' (21%) and 'officer' (20%). The main way in which respondents reported that they encounter The Salvation Army was through a corps or community centre, at 79%.

### Values

The majority of the responses to each of the values statements, that respondents were asked to rate their agreement with, were mid-ranging with many scoring an average of three (or 'sometimes') to four ('frequently').

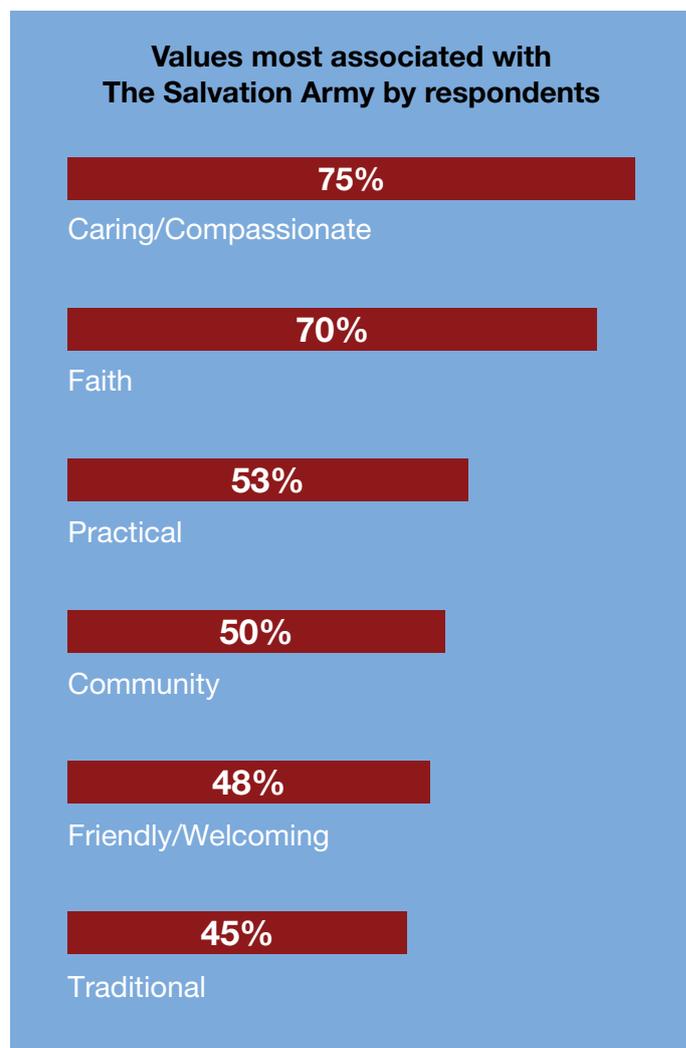
#### The top six statements that respondents most strongly agreed with:

1. I am accountable for the areas which I have responsibility for (average rating of 4.35)
2. My immediate leaders are visible and accessible (average rating of 4.13)
3. I understand how the work/service I do contributes to The Salvation Army's vision for the future (average rating of 3.99)
4. At The Salvation Army, we are empathetic to the needs of the people we serve (average rating of 3.88)
5. I understand how my personal objectives link to the wider objectives of The Salvation Army (average rating of 3.85)
6. I trust my peers in The Salvation Army to be honest and transparent (average rating of 3.82)

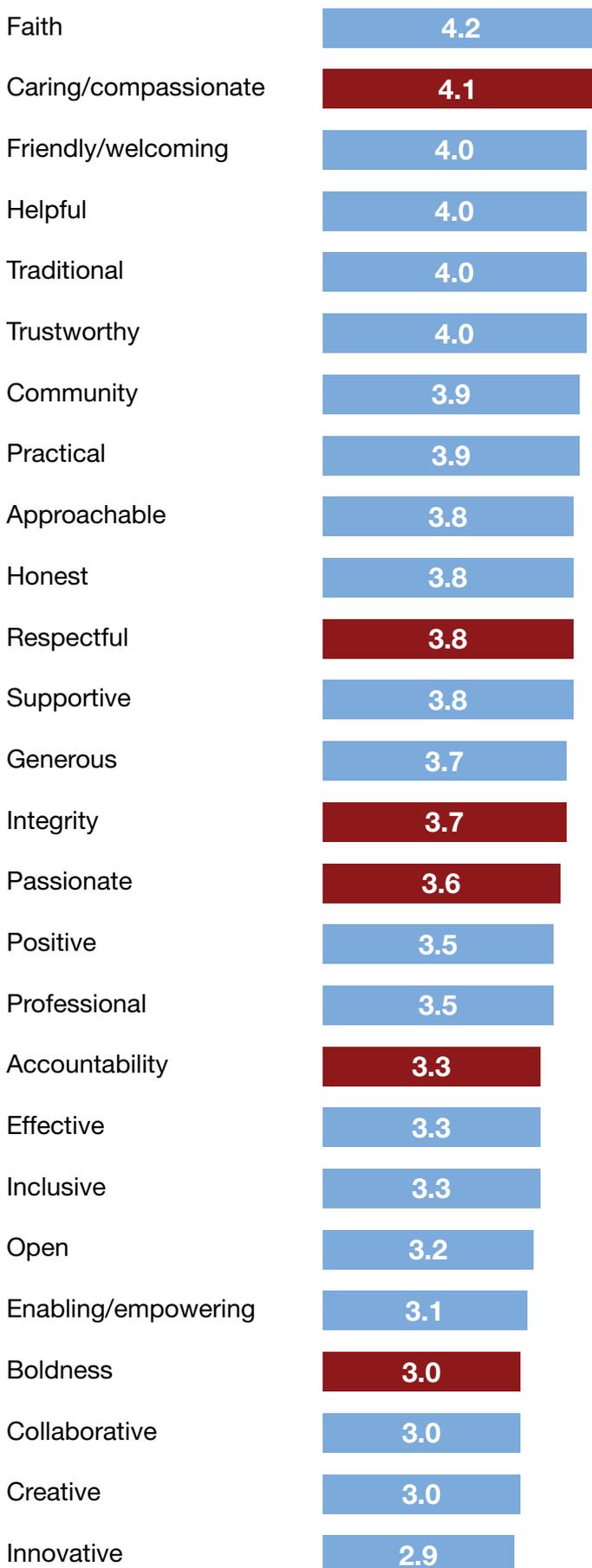
**Average rating (1=never, 5=always)**

### Associated Values

The top six values most commonly associated with The Salvation Army, for all categories of respondents are shown below. Caring/Compassionate and Faith were the top two values found amongst all age groups, most connection types and most ways of encountering The Salvation Army. The least commonly associated values were Collaborative (3%) and Innovative (4%).



## Frequency of values witnessed by respondents



■ = Territorial values

Average rating (1=never, 5=always)

## Witnessed Values

The top six values respondents reported that they witness in their experiences of The Salvation Army were broadly similar, with Faith and Caring/Compassionate coming in as the top two values, followed by Trustworthy, Traditional, Friendly/Welcoming and Helpful. Innovative, Collaborative, Creative and Boldness were the least commonly witnessed values. This was common across all categories of respondents.

# What happens next?

We will deliver together these four priorities for mission in our Territory, thereby fulfilling our core mission objectives to save souls, grow saints and serve suffering humanity

## Working together as a Territory, we will focus on

- **Putting this strategy into practice for the next three years**

Organise, manage and commit resources and time to implement and embed this strategy. We will establish a culture of accountability, transparency and trust so we can learn from each other as we move forward together

This strategy for mission is a high level vision of the way forward as a Territory, with universal aims for what we want to deliver for the next three years.

We acknowledge that wherever we have grown and developed as a movement this has been Spirit-led and spontaneous, and we will encourage that continued use of local empowerment, innovation and creativity to help us move forward together towards even greater things.

We have a long way to go; wherever you are based, whatever your background, demographic or connection with The Salvation Army, your contribution is immensely important as we journey together.

Help us to place God at the centre of all that we are as The Salvation Army, so that we are truly a movement that is mobilised and ready for mission.

Christian community = is a body in which every member has a given place and function. It is a temple made of living stones, not coerced and forced into place, but drawn and called together in the Holy Spirit. It is a loving and caring family of many brothers and sisters.

*While the ultimate accountability for delivering the strategy rests with senior leadership, the actual delivery of this strategy is the responsibility of everyone in our movement. Our hope is that every local expression, HQ, department and unit will use this strategy to produce their own plan of how they will deliver and support mission.*

## Responsive Prayer

**All:** I believe in transformation. God can change the hearts of men, women, boys and girls.

**Leader:** Lord, we call on you to continue your work of transformation in our lives.

**All:** Only you can refine our sinful nature and allow us to glow with grace again.

**Leader:** Transforming God, cleanse our hearts and fill us with your holiness.

**All:** We are open to your Spirit's power. *(pause)*

**Leader:** Father, we plead with you to take every gift presented in your people here and we ask you to show us how every one of us can work together for your glory.

**All:** We are at your disposal, Lord. Use us, we pray.

**Leader:** Weave our prayers and our worship into a pattern of love and service.

**All:** We offer all we are and all we have to give to honour you. *(pause)*

**Leader:** Father, before you are your disciples, listening to your teaching and following your example.

**All:** Give us grace to be more fruitful. Give us power to be more effective. Give us humility to be like Jesus.

**Leader:** Show us how to use all the gifts we have here to develop the mission of this church.

**All:** Help us to embrace every resource at our disposal which will enable us to focus on sharing your love with others. *(pause)*

**Leader:** We give thanks for every blessing you pour upon us and rejoice in our Saviour who transforms the lives of all who know him.

**All:** We give thanks for the gifts and talents and natural abilities we see in each other and we rejoice that together we can do much more than we can imagine.

**Leader:** We give thanks for the truths of the Bible, for the joy of worship and for the power of prayer. Keep us hungry for these three gifts which help us to grow spiritually.

**All:** We praise you, Lord, for choosing us to share in this mission of love and service. Keep us spiritually fit as we move into the future with you.

# The TIDE is now flowing!

**T**ransformation . . . *a new creation*

**I**ntegration . . . *the whole Army with the whole message to the whole person*

**D**iscipleship . . . *if we've stopped learning, we've stopped following*

**E**ffectiveness . . . *fit for mission*



**Fit  
for  
Mission**

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