



Transforming Lives

Welcome to transformational ways of working and serving

The Salvation Army United Kingdom Territory
with the Republic of Ireland



Commissioner Clive Adams

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

Welcome.

Thank you for bringing your energy, commitment and integrity to our diverse family of employees, officers, members and volunteers.

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

Working together as a territory, we 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.

We live to love and serve others in a way that makes a transformational difference in people's daily lives, finding ways of being and telling the good news of Jesus in our communities. We put community at the heart of mission, building quality relationships, listening and learning from each other and making connections that can lead to lasting change.



Transformation



Integration



Discipleship



Effectiveness

Our focus is guiding, equipping and resourcing people at corps and centres so they have freedom to get on with meeting need in their communities. We believe in living out our values and holding each other to account with kindness and humility.

The needs in our society are as great today as they were when the Army was founded. So, too, is the need to show Christian love to people who have never known it or never understood its relevance to their lives.

Wherever you work and serve, whatever your role, you are important to the effectiveness of our mission. Together we are stronger. So, join me on the journey to transformation!



Strong in faith and action, this is The Salvation Army

Who we are

The Salvation Army is a worldwide Christian church and charity, offering faith, friendship and practical help to people of all ages, backgrounds and needs. Our message is based on the Bible; our motivation is the love of God as revealed in Jesus Christ, which can transform people's lives and change them for the better.

We believe that people consist of body, mind and soul, which means that they have both social, physical and spiritual needs. Our services are offered unconditionally to people of all faiths and none.

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.

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 into a saving knowledge of Jesus Christ, actively serve the community, and fight for social justice.

Our Values

(Principles that drive our decision-making and actions)

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.

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

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, without discrimination.

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.

Shared values are at the heart of being able to deliver our mission, but we recognise there's often a gap between our ideal values and actually living them out.

'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)

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



Our priorities for mission

Mission priority one: Transformation

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

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

Shaun was a service user who now attends Greenock corps: *“I would have probably ended up dead if it hadn't been for Fewster House. You saved my life. I needed the support and I couldn't get it anywhere else.”*

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)



Mission priority two: Integration

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

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

From the moment he entered the Lifehouse, the staff team worked hard with Liam to develop a sense of purpose and quality relationships and support for Liam continued including from a nearby Army corps.

John 13:34-35 – ‘By this all people will know that you are my disciples, if you have love for one another’ (ESV)



Mission priority three: Discipleship

Equipping and inspiring people to be passionate followers of Jesus Christ

Discipleship is 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

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

“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.”

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)



Mission priority four: Effectiveness

Effective delivery and support of God's mission

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

Corinthians 4:7-12 – 'But we have this treasure in jars of clay, to show that the surpassing power belongs to God and not to us' (ESV 2)

“Each resident has an Advance Care Plan that gives them the opportunity to discuss and record their wishes for the end of their life so that, when the time comes, staff can be sure that the wishes of the resident are met with the peace and dignity they deserve.”

Older people's home manager



Mutual accountability and living out our values

We're introducing a charter to nurture and promote mutual accountability throughout our territory. This will help us to ensure our relationships and culture are defined by love, demonstrate our core values and indicate our hope for life to be discovered in all its fullness.

Holding ourselves mutually accountable will provide constructive feedback that enables evaluation to support our development as people, improve the services we offer and enable our growth as a learning organisation and community of faith.

Giving 'an account' means to clearly explain ourselves and our work to others. Mutual accountability means that we give this account to and receive it from each other.

When mutual accountability works well, individuals and corporate groups can be trusted and therefore enabled to thrive within their gifts and skills, serving and leading within a clear framework, agreed guidelines and objectives.

Trust is built when we know that we are willingly, honestly and responsibly giving account to each other in all our ways and works, and to the wider communities that we serve. In this process we intentionally support, equip and challenge each other to give our faithful best.



What we do

More than 60,000 people attend close to 700 corps (churches) on Sundays, and we run approximately 90 social services centres across the UK Territory with the Republic of Ireland. The services we provide are diverse, reflecting not just our territorial priorities but the varied needs of the individual communities we serve.

Our services are offered unconditionally to people of all faiths and none. Although our Christian faith motivates the work, we do not require anyone to profess a Christian faith in order to benefit from it. We are called to 'love our neighbour' whoever they are and whatever they believe.

We seek to meet needs with an integrated approach. This means that our corps and centres usually provide Sunday and week-day worship services and a range of community work — and our social service centres, as well as addressing people's physical, emotional and social needs, also have chaplains who can respond to spiritual needs.

Mission in corps and social centres includes:

- Activity and interest groups of various kinds (from art classes to walking clubs)
- Adults with learning disabilities
- Addiction services
- Anti-human trafficking and modern slavery
- Befriending services
- Bible studies, discipleship classes and prayer groups
- Cafés, breakfast clubs and lunch clubs
- CAMEO (Come Along and Meet Each Other) friendship groups
- Chaplaincy (Includes airport, police, prisons, schools & supermarkets)
- Corps charity shops and furniture recycling projects
- Clubs for children, youth and older people
- Community services
- Day centres and drop-in centres
- Early years services
- Employment services
- Emergency response
- Family ministries
- Family Tracing
- Food banks, parcels and distribution
- Homelessness services
 - Day centre/drop in
 - Floating support
 - Lifehouses (hostels)
 - Resettlement flats/services
- Music and creative arts
- Older people's services
 - Care homes
 - Day centres
- Parents and toddlers groups
- Playgroups
- Prison visitors' centre
- Sports mission
- Street projects
- Wedding/ dedication of children/ funeral services
- Worship services



Galatians 5:22-23 – '... the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control...' (ESV)

Enabling and resourcing mission

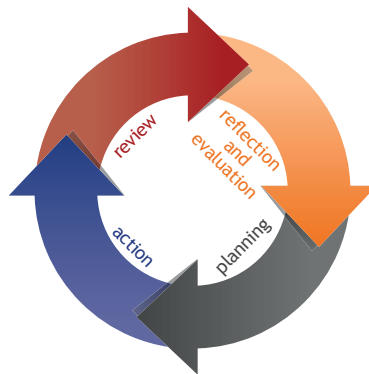
Effective tools and support are available to every local expression of The Salvation Army to enable us to discern God's purpose for us in our representative communities, to consider potential opportunities for mission, to determine future priorities and to make informed decisions about the deployment of local resources.

Every local expression of The Salvation Army will have a new mission development plan (MDP) to help us engage in mission which is aligned with the TIDE framework.

Under the guidance of the Holy Spirit, and receiving assistance as required by DHQ, local groups will use the MDP to focus on what God is saying to them and how they will respond to local needs. Where corps or centres are using an existing 'live' MDP, these will evolve over time into the new model.

Assistance from DHQ will be provided by the Divisional Mission Enabler (DME) who will support the MDP process in its planning and implementation.

During autumn 2016 the Enabling Mission Team at THQ will be visiting regions to introduce the revised MDP process to all corps and centre leaders. An open invitation will be sent to anyone who would like to attend.



How we support local mission

Divisional headquarters

Divisional offices (DHQs) concentrate on providing pastoral care, enabling mission, developing spiritual leaders and supporting leader development at the front line.

The Divisional Commander (DC) is the spiritual leader for all mission in each division.

New roles are dedicated to growing spiritually healthy missional communities and the development of spiritual leaders for local mission.

The Divisional Mission Enabler (DME) supports the MDP process in its planning and implementation. Each DHQ has two DMEs trained to work alongside corps and centres, and who provide whatever support is required in a shared conversation about local ministry in action

In addition to the DME role, the Divisional Leader for Leader Development (DLLD), or Divisional Officer for Leader Development (DOLD) where the officer is not the spouse of the DC, supports the development of spiritual leaders and encourages mutual accountability.

Divisional Youth Specialists operate from each DHQ and cater for the particularly relational aspect of youth ministry at a local level.

In addition to the DMEs, one of the most significant recent changes in how we support local mission is to have more divisions with fewer corps to manage. We have increased the number of divisions from 18 to 22 and have altered divisional boundaries in England and Wales to create a more equal spread of corps supported by DHQs, reducing the average from 39 to 32 per corps.

Although divisions in Scotland and Ireland have not changed the areas they cover, all divisions have altered in structure and focus.

Service Centres

Regional hubs — called Service Centres — take on much of the business and administrative duties, freeing up DHQ teams to better support corps and centres in local mission.

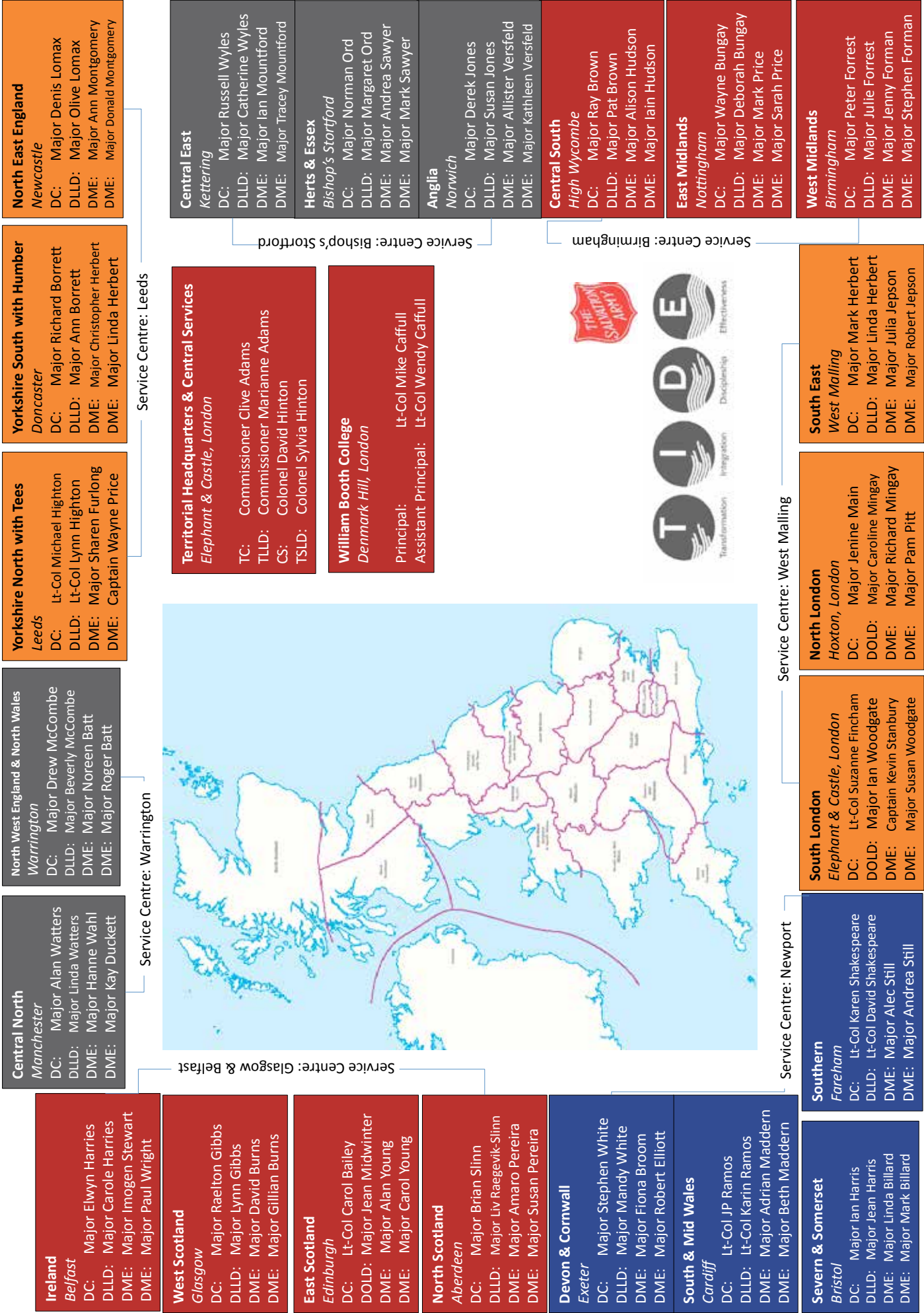
These centres provide support for mission and business. Business support is provided for matters related to property, HR, finance, and communications. Specialist missional support is offered for local ministry related to children, family, music and creative arts. Specialists in community services and older people services, and regional management teams in homelessness services provide advice, support and resources.

The renamed Mission Service (formerly the Programme Service) has a greater focus on training, resourcing and enabling employees, officers, local officers and cadets to be more effective in local mission.

Local mission is also supported by THQ, which concentrates on executive leadership, governance, vision and strategy. Central Services helps with all centralised activities such as operational and admin support.

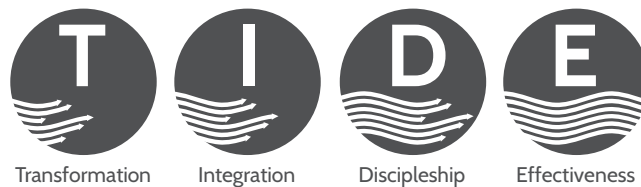
Romans 12:2 – ‘... be transformed by the renewal of your mind, that by testing you may discern what is the will of God ...’ (ESV)





“Let’s join together as we commit to transformational ways of working 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!”

Commissioner Clive Adams
Territorial Commander



Isaiah 43:19a – ‘Watch closely:
I am preparing something new; it’s
happening now, even as I speak, and
you’re about to see it’ (*The Voice*)



www.salvationarmy.org.uk
<https://ourhub.salvationarmy.org.uk>

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